

# Robbins Institute for Health Policy & Leadership

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*Robbins Institute:* .....

## LEADING HEALTH SERVICES RESEARCH BY CREATING OPPORTUNITIES

The Robbins Institute for Health Policy and Leadership strives to expand the Hankamer School of Business' commitment to research on issues that affect public policy and directly impact the lives of millions of people worldwide. Through the Institute's PhD program in Health Services Research, and partnerships with Baylor College of Medicine and Baylor Scott & White Health, the Institute is creating a network of dedicated scholars who develop new knowledge and disseminate it in ways that will impact the national, and even global, conversation on healthcare delivery and policy issues.

The Institute fosters an environment where current and future scholars are provided with systematic opportunities to produce cutting-edge research by investing in their efforts and providing the needed resources to maximize their individual scholarship results. The framework for this effort is the **Robbins Fellows Program**, which cultivates scholarly interaction by supporting a multidisciplinary group of scholars from across Baylor University and affiliated organizations.

The fellows program includes three types of appointments:  
**Fellows, Adjunct Fellows, and Scholars.**



**Robbins Fellows** are Baylor faculty with full-time appointments in an academic department within Baylor's Hankamer School of Business.



**Robbins Adjunct Fellows** will produce scholarly research supported by the Institute, with their primary affiliation outside the business school.



**Robbins Scholars** are doctoral or post-doctoral students actively participating in scholarly research in health services, health policy, or related fields.

Participants in the Robbins Fellows Program are eligible for direct financial support for research projects that advance the mission of the Institute. This funding may be in the form of travel stipends, advanced training related to enhancing scholarship efforts, data and other computer needs, and various forms of release time for research.

Fellows, adjunct fellows, and scholars come from various disciplines including economics, finance, information systems, marketing, health law, medical humanities, public health, and military medicine, to name a few. The fellows program assists its participants in attracting external funding, providing support from internal resources for research related expenses, and sponsoring an internal research seminar series where participants can present their research findings to their colleagues.

By pursuing factual, evidence-based health policy research that will inform health providers and policy makers on the economic, medical, and social consequences of their decisions, the Robbins Institute will contribute to the development of health policy across Texas, throughout the nation, and around the world.

# ROBBINS INSTITUTE FOR HEALTH POLICY AND LEADERSHIP

## 2013-14 Speaker Series

23 Aug 13	<b>CARLYLE WALTON</b> , CEO	Metroplex Health System	Killeen, Texas
6 Sep 13	<b>LUKE HENDERSON</b> , Director	Prism Healthcare, Ltd.	Dallas, Texas
24 Oct 13	<b>DAN STULTZ</b> , MD, CEO	Texas Hospital Association Visit	Austin, Texas
25 Oct 13	<b>JOEL ALLISON</b> , CEO	Baylor Scott & White Health Visit	Dallas, Texas
7 Dec 13	<b>ALBERT HERGENROEDER</b> , MD, Professor of Pediatrics, and Chief of Adolescent Medicine; <b>JOHN NICKENS</b> , COO & Vice President	Baylor College of Medicine Texas Children's Hospital	Houston, Texas Houston, Texas
28 Jan 14	<b>EVA I. DOYLE</b> , Ph.D., Professor, Health and Human Performance	Baylor University	Waco, Texas
5 Feb 14	<b>LAUREN BARRON</b> , MD, Associate Director, Medical Humanities	Baylor University	Waco, Texas
14 Feb 14	<b>MARK GRACE</b> , Chief Mission & Ministry Officer	Baylor Scott & White Health	Dallas, Texas
17 Feb 14	<b>BRIGADIER GENERAL DONALD B. WAGNER</b> , USAF, MSC, Retired		Houston, Texas
18 Feb 14	<b>ANN GARNER</b> , Subject Matter Expert on patient rights in long-term care		Waco, Texas
21 Feb 14	<b>JAMES K. ELROD</b> , CEO	Willis-Knighton Health System Visit	Shreveport, Louisiana
25 Feb 14	<b>STACI LOVE</b> , Developmental Disability Specialist	Texas Child Protective Services	Waco, Texas
3 Mar 14	<b>GLENN ROBINSON</b> , CEO; <b>JIM MORRISON</b> , MD, CMO	Hillcrest Baptist Medical Center	Waco, Texas
4 Mar 14	<b>MICHELE DAVIS</b> , RN, Clinical Director	Sexual Assault Advocacy Center	Waco, Texas



## Sharing a World of Experience with Baylor and Beyond

**B**efore Ann Mirabito moved to academia, she lived the corporate life.

Ann grew up in New York, earned a bachelor's degree in Economics from Duke University, built econometric models for the Federal Reserve Board, and earned an MBA from Stanford before entering the corporate world. However, teaching was always in the back of her mind.

"When I graduated from college, I thought about earning a PhD, but instead earned an MBA and took the corporate route," she said. "A few years ago, I began thinking, 'I've always been interested in research and in the opportunity to become a professor.'"

Living in Dallas and then Washington, D.C., Ann worked as a marketing executive for Frito Lay and served as a divisional vice president for Time Warner.

"In the business world, I found I spent more and more of my time helping people get their careers on track," she said. "That's a lot of what we do as professors helping students get oriented in the right direction and helping them shine in that area."

Ann entered a new phase of life, earning a PhD in Marketing from Texas A&M University. She became a Baylor faculty member in 2007 and teaches Principles of Marketing.

"I enjoy teaching Principles of Marketing because if you're going to be successful in business, you need to be well-rounded. For students who are going into other disciplines such as Finance, Accounting or Information Systems, I think it's important that they have a good grounding in Marketing," she said.

Ann focuses on "real-world" projects in her class, exposing students

to business executives from the supermarket chain, H-E-B.

"An H-E-B executive comes to campus and invites the class to put together proposals for innovations for H-E-B," she said. "Students work in groups and present their ideas to H-E-B executives at the end of the semester. It's great to see the connection students make with the real world through our class projects."

Far from New York, Ann said she enjoys her new life in Texas. She lives in a home built on a mesa overlooking Lake Whitney and the Brazos River Valley with her husband Frank, a law professor at Texas Wesleyan University, and their sons Jack, 11, and Charlie, 10, whom they adopted from Russia. Ann said she appreciates the opportunity to work at Baylor.

"What I love about Baylor is the dual focus on teaching and research," she said. "It's exciting to be in an environment where colleagues value teaching, and I like the support we have for research that is both scholarly and applicable."

Ann's research focuses on a highly discussed issue in America: healthcare. Her recent article "What's the Hard Return on Employee Wellness Programs?," coauthored by Leonard Berry and William Baun, was published in the December 2010 *Harvard Business Review*. The article looks at employers' creation of workplace wellness programs and the outcomes of those programs.

"One of my research streams involves looking at ways business can help solve America's

healthcare crisis," she said.

"We found that well-designed, well-run employee wellness programs improve employees' health and well-being, improve productivity, cut the employer's healthcare spending, and improve the organizational culture. Some people think that workplace wellness programs are just a perk; however, we found hard business returns."

Ann's research has also been published in top medical journals, with articles discussing patient-centered medical homes and the ways employer-and-doctor collaboration can improve population health.

"I think it's a great opportunity to improve America's healthcare by introducing marketing and business into the medical community," she said. "Healthcare is important for our physical health and our fiscal health as a nation. We used to think of healthcare as provider-centric. Now there is a shift to looking at healthcare as being patient-centric, and that's a big marketing concept."

*Previously published in  
Baylor Business Review*



## FACULTY FOCUS

*Ann Mirabito*

Assistant Professor, Marketing

# MAKING THEIR CASE

## Hillcrest Baptist Medical Center sponsors Robbins MBA Healthcare Capstone Case Competition

One of the capstone events for students completing the Robbins MBA Healthcare Program is a comprehensive case study applying the theory and knowledge gained through both the didactic and the residency portions of the program. Students are challenged to analyze a contemporary issue facing a real-world healthcare organization and, assuming the roles of consultants, develop and provide recommendations. In previous years, the case was simply a graded element for one of the capstone courses students completed during their final semester.

Beginning this year, thanks to the generosity of Hillcrest Baptist Medical Center, Waco, Texas, students had an added incentive

for completing the case. Hillcrest sent a panel of expert judges to hear the case presentations and the winning team, comprised of Margaret Beaudoin, Reese Fitzgerald, Rachel Hilz and Ryan Gebhart, will share a cash award provided by Hillcrest.

Glenn Robinson, FACHE, CEO of Hillcrest, a long-time supporter of the Robbins MBA Healthcare Program and an adjunct professor in the program, said that this is an "ideal way to participate in the education and development of the future leaders in our industry."

Hillcrest Baptist Medical Center, a Baylor Scott & White Health facility, is an acute care hospital serving the health care needs of Waco and Central Texas.



## Texas Health Resources' Jack Roper sponsors

# HEALTHCARE ADMINISTRATION CASE COMPETITION TEAM

The Robbins MBA Healthcare Program participated in the Health Administration Case Competition conducted by the University of Alabama at Birmingham and sponsored by the UAB Health System in February 2014. This is the fourth year the Robbins program has participated in the event. The UAB event has earned the reputation of being the nation's premier case competition in healthcare administration. The contest is only open to CAHME-accredited programs and gives students the chance to analyze a real-world scenario, and prepare and present recommendations to a panel of judges comprised of healthcare executives from around the country.

This year's team was sponsored through a generous gift from Jack Roper and Texas Health Resources. Jack was the Senior Vice President of Finance at THR. With more than 3,800 licensed beds and more than 21,000 employees, Dallas-based THR is one of the largest faith-based, nonprofit healthcare delivery systems in the United States, and the largest in North Texas in terms of patients served.

The case competition team, comprised of Sarah Carrell, Stephen Garner and Zahra Kasam, gained valuable experience as they applied the theoretical and practical knowledge they have acquired to a real-world

situation. Further, the students had the opportunity to network with fellow healthcare administration students from 34 other graduate programs and healthcare executives from organizations across the country.

"The case competition challenged us to provide effective recommendations regarding a real-life situation to a panel of distinguished judges," said Sarah. "We felt confident in our abilities to deliver the presentation, based on our education at the Robbins Institute, and our residency experiences. Our team thoroughly enjoyed the process."

# EXPLORING THE INDUSTRY

Hands-on experience is one of the cornerstones of the Robbins MBA Healthcare Program. The Class of 2015 continues to receive education in real time by visiting a variety of healthcare facilities to become familiar with as many facets of the healthcare industry as possible. Over the past several months, these scholars have visited Texas Hospital Association, Austin, Tex., Baylor Scott & White Health, Dallas, and Willis-Knighton Health System, Shreveport, La.



Pictured (L to R): Tina Bui, Wesley Rogers, Erin Sigler, Michael Faulkenberry, Justin Pond, Hannah Reigel, Nick Marshall, Kelsey O'Neill, Jared Brown, Stephen Chandler, Riley Wyrick.

Members of the Class of 2015 visited the Texas Hospital Association's Headquarters in Austin, Texas to receive an update on current legislative and policy issues, October 2014.



Pictured (L to R): Riley Wyrick, Erin Sigler, Stephen Chandler, Kelsey O'Neill, Jared Brown, Joel Allison, Wesley Rogers, Tina Bui, Justin Pond, Corey Foster, Nick Marshall, Hannah Reigel, Michael Faulkenberry.

Members of the Class of 2015 with Joel Allison, the CEO of Baylor Scott & White Health in Dallas.



Pictured (L to R): Tom Haines, Preceptor Coordinator, Robbins Institute; Wesley Rogers, Riley Wyrick, Tina Bui, Justin Pond, Stephen Chandler, Jared Brown, Kelsey O'Neill, Michael Faulkenberry, Hannah Reigel, James Elrod.

James K. Elrod, President and CEO of Willis-Knighton Health System, hosted members of the Class of 2015 for an orientation of the system in February.

We were saddened to learn that Jack Roper passed away March 29, 2014, after a long battle with cancer. Jack loved Baylor University and was a valued and respected member of the Robbins Institute's Advisory Council. His advice improved our program and enriched the education received by our students. We will miss him.

# HIGH MARKS

## Program Stats

Average GMAT score \* **632**

Average class size ° **15**

Completion rate for healthcare specialization ■ **95%**

Completion rate for MBA ■ **97%**

Employment at 90 days after graduation ■ **84%**

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

Average starting salary ■ **\$64,000**

\* Fall 2013 entering class

° Last 3 entering classes

■ Last 3 graduating classes

## CARING FOR CHILDREN WITH DISABILITIES FAR INTO THEIR FUTURES



*Robbins Institute again sponsors leadership and training conference in transitional medicine*

For families of children with chronic illness or disabilities, the future can seem daunting. Before special needs children and youth grow into adulthood, they must be equipped with the skills necessary to deal with work, independence and their own healthcare, which is often quite complicated. However, fewer than 50 percent of families nationwide believe their youth with special needs have received the services necessary to successfully make those transitions. One of the major obstacles to attaining those services is the lack of a properly trained clinical workforce.

For the second year in a row, Baylor University's Robbins Institute for Health Policy and Leadership has sought to help fill that need by co-sponsoring the Chronic Illness and Disability Conference, along with the Baylor College of Medicine and the Texas Children's Hospital. The 14th annual conference, held Oct. 17 and 18, 2013, in the Houston Medical Center, brought together more than 500 internationally, nationally and locally recognized clinical, policy, legal, research, advocacy and family experts. More than 200 were in attendance in Houston, while another nearly 300 participated across the United States and Canada through a live broadcast feed.

The international transition medicine conference seeks to provide state-of-the-art updates on as many areas of healthcare transition planning as possible for children and young adults with chronic illness and disabilities. By addressing these issues together, the conference strengthens the dialogue between healthcare professionals, policy experts, children, young adults and family members.



## STUDENT PROFILE

*Melissa Nichols*

When Melissa Nichols graduated from college in 2011, she was ecstatic to have a job lined up. Melissa began work as a sales representative in Cincinnati, Ohio and immediately found that selling mops, rugs, and uniforms was not her cup of tea. She began to pursue other avenues that better reflected her goals and skills.

With an undergraduate degree in marketing from Miami University, Oxford, Ohio, Melissa began looking into various graduate programs related to marketing, human resources and healthcare. Fortunately, she had a family connection to Baylor University that led her to discover the Robbins MBA Healthcare Program in Waco, Texas. After researching and interviewing with various schools in the Midwest, Melissa realized that only Baylor's MBA Healthcare program could provide the education, experience and opportunities she sought.

For Melissa, one of the biggest draws to Baylor's program was the practical experience she would garner during the 7-month residency. Last year, she completed her residency at Lake Pointe Medical Center in Rowlett, Texas. She found the experience invaluable, and the environment matched her skills and personality perfectly. She accepted a position at Lake Pointe Medical Center last December and will begin her career there in June, after graduating with her MBA Healthcare Specialization in May.

During Melissa's residency, she authored a paper entitled "Three Strategies to Reduce Hospital Readmissions in Elderly Patients." Her paper was selected by the faculty as Baylor's entry into the Richard J. Stull Student Essay Competition in Healthcare Management, sponsored by the American College of Healthcare Executives. In recognition of her achievement, Melissa traveled to ACHE's Congress on Healthcare Leadership in March to participate in Stull essay competition activities, as well as other education and networking opportunities.





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**Robbins Institute**  
*for Health Policy & Leadership*

+ ROBBINS INSTITUTE FOR HEALTH POLICY & LEADERSHIP +

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