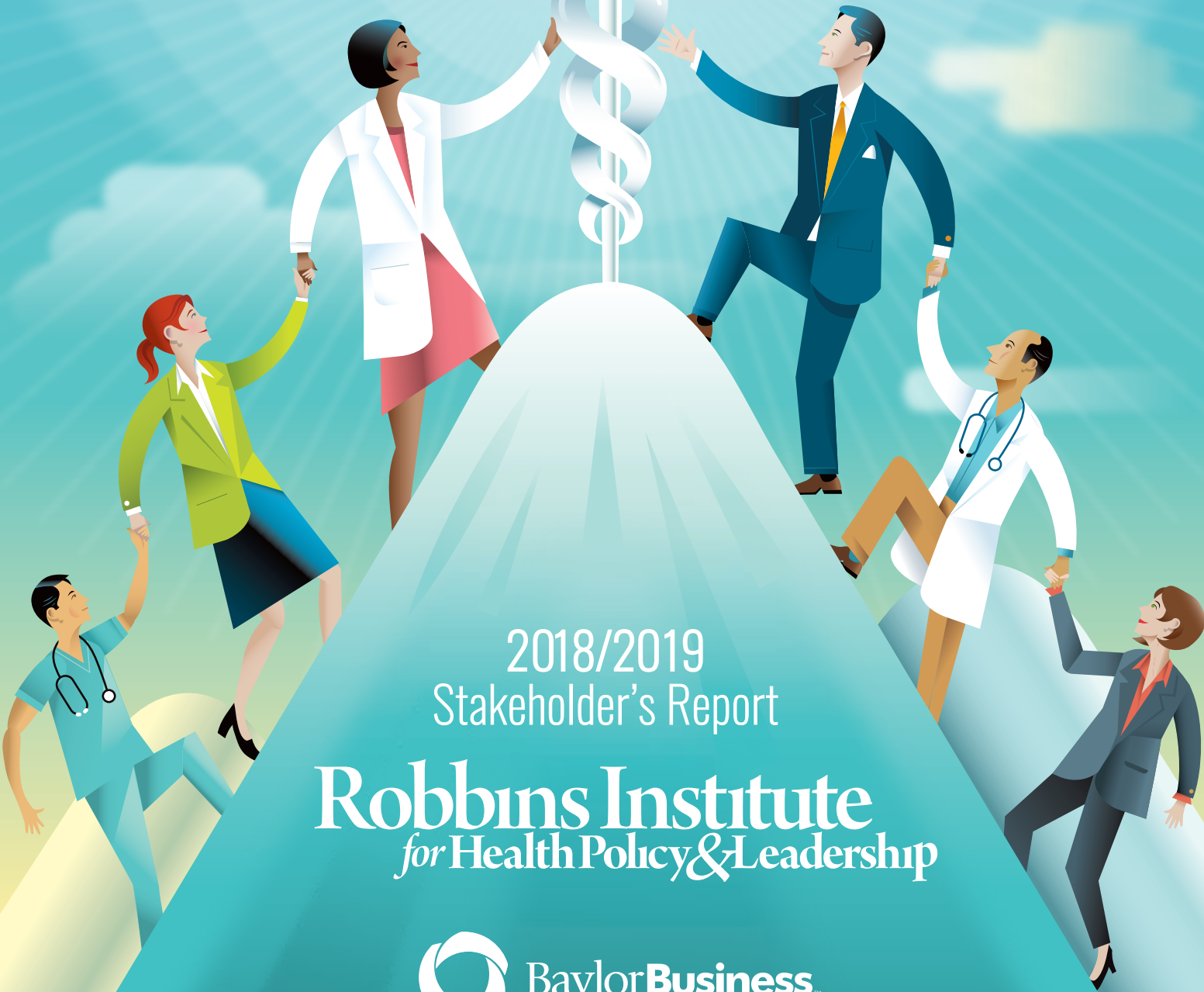


LIGHTING THE WAY FORWARD

in healthcare leadership



2018/2019
Stakeholder's Report

Robbins Institute
for Health Policy & Leadership



The Robbins Institute: Lighting the way forward in healthcare leadership

The theme of light is the focus of *Illuminate*, the current Baylor University academic strategic plan, and *Give Light*, the associated development campaign. The idea of illumination is a wonderful metaphor for many activities of the Robbins Institute. Classroom instruction, scholarly research, guest speakers and administrative residencies enable students to see the light as they develop the skills and character traits necessary for effective leadership. Our researchers shine the light on new knowledge that will provide the basis for successful, more efficient healthcare. The future of healthcare is brightened by the hard work and commitment of everyone associated with our programs.

To our stakeholders,

Welcome to the *2018/2019 Stakeholder's Report* of the Robbins Institute for Health Policy and Leadership in the Hankamer School of Business at Baylor University. 2018 was another great year at the Institute, and this report provides details on many of our activities and accomplishments.

First and foremost, the Robbins Institute exists to train future leaders to facilitate the cost-efficient delivery of high-quality healthcare in an era of ongoing high-paced change. Our foundational program, the full-time Robbins MBA Healthcare Program at the Waco campus, has graduated 159 students since its inception in 2003. Of these alumni, over 90 percent of them are working or continuing their education in some aspect of the healthcare industry. Five alumni are currently hospital presidents or chief executive officers, and another 21 are in other C-suite positions. We believe that, collectively, our alumni are meeting the Institute's mission to "change healthcare, one leader at a time."

Sixteen students graduated from our full-time MBA Healthcare Program in May 2018. Our first story in this *Report* provides details on where these students were placed after graduation. Later in the *Stakeholder's Report*, you will see a profile of Joel North, recipient of the 2018 Director's Chair Award as the outstanding Class of 2018 graduate.

Robbins Institute supporters over the years have funded several scholarships for full-time MBA healthcare specialization students. Eight scholarships were awarded in 2018 to the Class of 2019. We are pleased herein to provide a list of those scholarship recipients.

We currently have 10 students in our full-time Class of 2019 cohort, which is set to graduate this May. Our second story describes the residency placements of these students.

Our full-time Class of 2020 cohort, which entered the program in the fall of 2018, consists of 13 students. Another story herein provides information on their backgrounds.

The Robbins Institute also facilitates healthcare administration specializations in Executive MBA programs operated by the Hankamer School of Business in Dallas and Austin. This *Stakeholder's Report* provides information about graduates from these programs in the Class of 2018 and introduces the students (the Class of 2020) who entered the programs in August 2018.

Students in all our programs benefit greatly from an extensive array of guest speakers each year. These speakers help our students understand what is happening in the industry and, as a result, what is needed for a successful career. We have provided a list of our guest speakers who were on campus between January 2018 and April 2019. We are humbled by the generosity of so many highly placed professionals who are willing to give a considerable amount of their valuable time to travel to Waco and interact with our students.

Health Services Research PhD Program aligns with *Illuminate*

In an extremely important and ambitious initiative, in fall 2016 the Institute accepted the first students into our new PhD program in Health Services Research. The mission of this program is to train researchers with cutting-edge data analysis skills – skills that will be used to provide key information to healthcare leaders looking for ways to expand access, improve quality and lower cost. The program currently has four students enrolled, and we expect to have our first graduates in 2020 or 2021. This report contains a profile of Vivian Vigliotti, a student who entered the program in fall 2018 after working as a researcher at Yale University.

The Health Services Research PhD Program is aligned with the increased emphasis on scholarly research called for in *Illuminate*, Baylor's current academic strategic plan. For that plan to succeed, Baylor must attract and nurture highly productive scholars. To build upon this plan in the Institute, we are delighted to announce that in the summer of 2018, Dr. Michael Richards joined the Baylor faculty with a joint appointment in the Robbins Institute and the Department of Economics. We encourage you to take the time to read the profile of Dr. Richards in this *Report*. We could not be more excited about this appointment, and we have no doubt that his presence in the Institute will enable us to move forward much more rapidly in many areas than would have otherwise been the case.

We are grateful for mutually beneficial relationships

2018 also saw several other activities in the Robbins Institute. Most notable was the fourth annual Robbins Case Competition, which was held on campus in October. Teams from 11 CAHME-accredited or BAHM-affiliated graduate healthcare programs participated.

We also had continued interaction with the "other Bayers": Baylor Scott & White Health, Baylor College of Medicine and the Army-Baylor military healthcare program in San Antonio. We continue to build mutually beneficial relationships across the Waco campus with the Robbins College of Health and Human Services, the Honors College and other units.

As we do every year in this Directors' Letter, we close by noting how thankful we are for the remarkable support of our wide array of stakeholders. We could not fulfill our mission without the help we receive externally from our alumni, residency preceptors, Advisory Council members, case competition judges, employers of our graduates, graduates and guest speakers. Internally we have benefited greatly from the support of Dr. Tim Kayworth, the newly appointed associate dean for Graduate Programs in the Hankamer School of Business, and from working with Hankamer School of Business Dean Terry Maness, Graduate School Dean Larry Lyon, Graduate School Associate Dean Chris Rios, Vice Provosts Gary Carini and Gary Mortenson, along with other faculty and staff across the University too numerous to mention. Finally, of course, our greatest debt is to Bill and Mary Jo Robbins, whose spiritual, emotional and financial support is the bedrock of everything we do.

We hope you enjoy reading this *2018/2019 Stakeholder's Report*, and we encourage you to contact us if you have any questions or comments.

Sincerely,

Steven L. Green, PhD (left)
Academic Director

Scott H. Garner, FACHE (right)
Administrative Director



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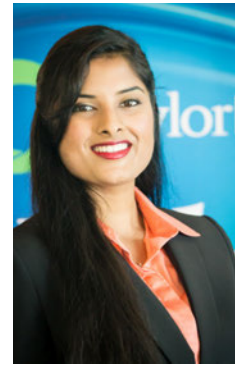
Class of 2018 gains full-time healthcare positions

Number of MBA Healthcare Program alumni totals 159

This group of 16 healthcare executives enters the industry with a passion for serving their communities and the business acumen necessary to attain their personal and employer's success. With their graduation, the total number of program alumni is now at 159.

Thirty days after their 2018 graduation, 93 percent of the class was employed. At the 90-day point, 100 percent of those seeking employment had secured positions. However, one graduate chose to enter medical school.

Of the 15 graduates entering the workforce, eight returned to their residency locations to work in permanent positions. The Class of 2018 is employed by hospitals, hospital systems, as well as home healthcare, consulting and ambulatory care organizations. They also are lending their expertise to integrated delivery systems, long-term care and provider staffing. Congratulations, Class of 2018!



Nitheesha Alapati



Justice Arman



Kate Blake



Evan Farley



Anna Friedman



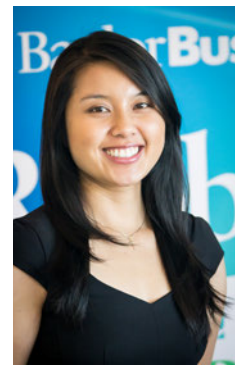
John Hazel



Jake Larson



Brendan Meara



Nico Nguyen



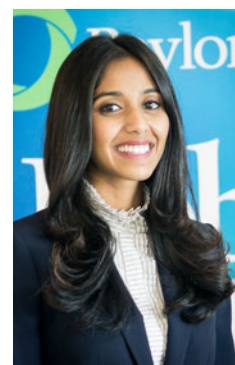
Joel North



John Pham



Garrett Seitz



Hafsa Syed



Austin Taylor



Jacob Vinh



Kaitlyn Wilson

Robbins Institute Class of 2018 alumni are employed with the following organizations:

CALIFORNIA

Kaiser-Permanente
Napa-Solano, Vallejo

MISSOURI

HCA Midwest Health, Kansas City

NEW YORK

NYU Langone Health, New York City

OKLAHOMA

GE Healthcare Partners, Oklahoma City

Mercy Hospital, Oklahoma City

TEXAS

AccentCare, Dallas

Baylor Scott & White Health,
Round Rock and Waco

Capital Senior Living Corp., Dallas

CHRISTUS Health System, Irving

HCA Houston Healthcare

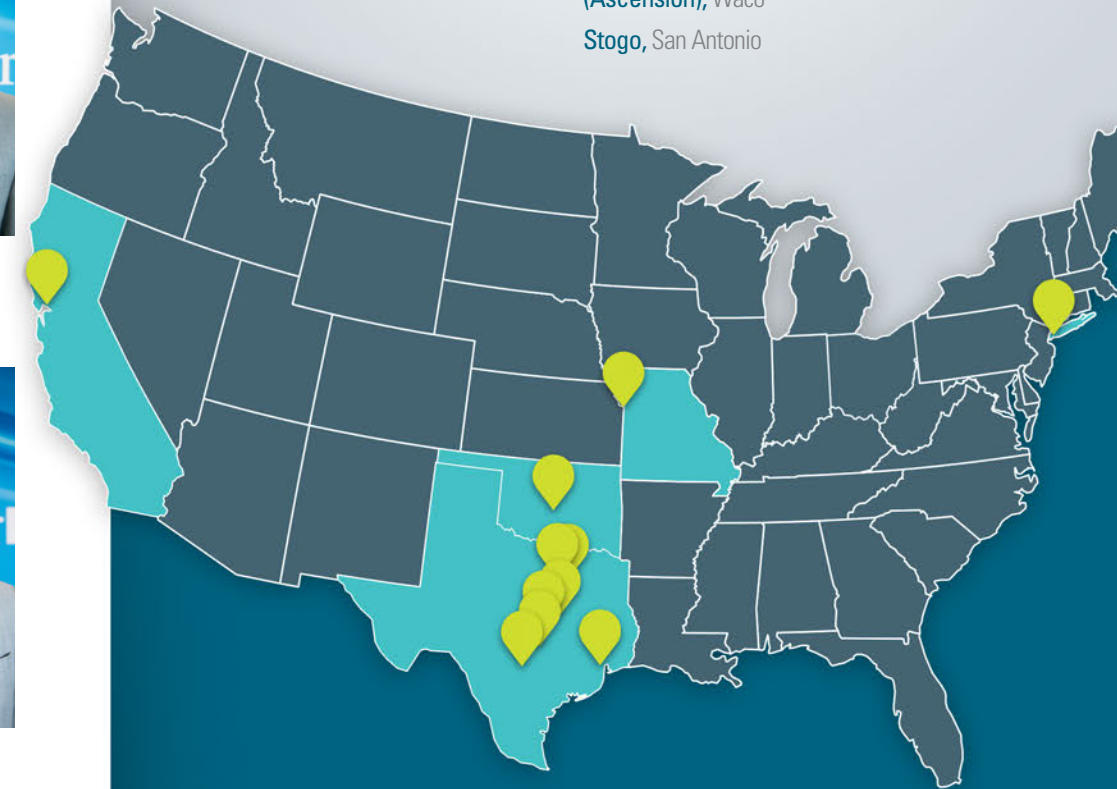
Cypress Fairbanks, Houston

Metroplex Health System, Killeen

Nix Health, San Antonio

Providence Healthcare Network
(Ascension), Waco

Stogo, San Antonio



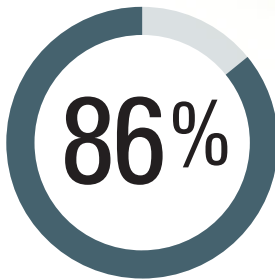
Positions currently held by Robbins Class of 2018 MBA Healthcare graduates include:

- * Assistant Administrator
- * Consultant
- * Director, Business Development and Strategic Planning
- * Director of Operations
- * Director of Population Health
- * Financial Operations Manager
- * Operations Analyst
- * Physician Practice Manager
- * Project Manager
- * System Director of Population Health

High Marks

\$70,482

Average **Starting Salary***



Employment at **90 Days After Graduation***



Employment at **180 Days After Graduation***



311 Average **GRE Score***

650 Average **GMAT Score***

*Data from last three entering classes (Fall 2016-2018)

Class of 2019 obtains administrative residencies

The 10 members of the Robbins MBA Healthcare Program Class of 2019 engaged in their administrative residencies during the second half of 2018. All of the residencies were executed under the auspices of experienced healthcare executives. Overall, the residencies provided valuable experience and learning opportunities, which afforded deeper insight into the imperatives and challenges of healthcare leadership.



Rahim Ali
HOMETOWN: Hurst, Texas
DEGREE: BBA, Economics, Baylor University
RESIDENCY: Providence Health Network (Ascension), Waco, Texas



Forrest Blackmon
HOMETOWN: Orange, Texas
DEGREE: BS, Biomedical Sciences, Texas A&M University
RESIDENCY: Baptist Health System (Tenet), San Antonio, Texas



Katie Cummins
HOMETOWN: Lewisville, Texas
DEGREE: BA, Communication, Texas A&M University
RESIDENCY: Capital Senior Living, Dallas, Texas



J.P. DeVincenzo
HOMETOWN: Memphis, Tennessee
DEGREE: BBA, Entrepreneurial Management, Texas Christian University
RESIDENCY: Saint Thomas Health (Ascension), Nashville, Tennessee



Sierra Karczewski
HOMETOWN: San Antonio, Texas
DEGREE: BS, Business Administration, University of Kansas
RESIDENCY: Children's Hospital of New Orleans, New Orleans, Louisiana



Darrell Leggett
HOMETOWN: Trophy Club, Texas
DEGREE: BA, Medical Humanities, Baylor University
RESIDENCY: St. David's HealthCare/HCA Physician Services Group, Austin, Texas



Austin Mozingo
HOMETOWN: Austin, Texas
DEGREE: BBA, Management, Baylor University
RESIDENCY: Nix Health, San Antonio, Texas



Reshmi Pandya
HOMETOWN: Sugarland, Texas
DEGREE: BS, Economics, Baylor University
RESIDENCY: Baylor College of Medicine, Houston, Texas



Kevin Pettit
HOMETOWN: Vancouver, Washington
DEGREE: BBA, Supply Chain Management, Baylor University
RESIDENCY: Mercy Hospital, Oklahoma City, Oklahoma



Jorge Trevino
HOMETOWN: Brownsville, Texas
DEGREE: BA, Health and Society, University of Texas at Austin
RESIDENCY: CHRISTUS Health System, Irving & San Antonio, Texas

Meet the Class of 2020

With the first semester in their rear view, these 13 candidates are expanding their skills and knowledge further in the comprehensive MBA Healthcare curriculum. We extend our deepest hope for their success in the program. Welcome, Class of 2020!



Ginnie Berg
HOMETOWN: Baytown, Texas
DEGREE: BA, Medical Humanities, Baylor University



Stuart Carson
HOMETOWN: Boise, Idaho
DEGREE: BS, Medical Laboratory Science, Brigham Young University



Justin Davis
HOMETOWN: Manchaca, Texas
DEGREE: BS, Biology, Baylor University



Reanna Gomez
HOMETOWN: Aubrey, Texas
DEGREE: BSED, Health Science Studies, Baylor University



Erika Griffin
HOMETOWN: Fort Myers, Florida
DEGREE: BS, Criminal Justice, University of Central Florida



Tanner Houston
HOMETOWN: Mansfield, Texas
DEGREE: BS, Exercise Science, University of Texas at Arlington



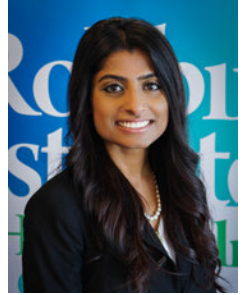
G.P. Ippolito
HOMETOWN: Rockwall, Texas
DEGREE: BS, Psychology, Baylor University



Wardah Jaffery
HOMETOWN: Sugarland, Texas
DEGREE: BS, Biology, University of Houston



Maria Morales Menendez
HOMETOWN: Lexington, Kentucky
DEGREE: BS, Biosystems Engineering, University of Kentucky



Nissy Mycle
HOMETOWN: Gurnee, Illinois
DEGREE: BS, Behavioral Neuroscience, Nova Southeastern University



Jackson Price
HOMETOWN: Colleyville, Texas
DEGREE: BS, Business Management and Healthcare Analytics, University of Alabama



Lauren Sutton
HOMETOWN: Mandeville, Louisiana
DEGREE: BS, Biological Sciences, Louisiana State University



Taylor Ulmer
HOMETOWN: Atlanta, Georgia
DEGREE: BS, Health Promotion, University of Georgia

Fourth PhD candidate begins Health Services Research Program

In the fall semester 2018, Vivian Vigliotti became the fourth student studying in the Health Services Research PhD Program. She says, "This program will provide the opportunity to develop interdisciplinary research in quality of life, care improvement and risk modeling for chronic diseases and cancers."

Originally from Connecticut, Vigliotti completed her BA in Economics with a minor in Computer Science from Connecticut College in May 2016. Prior to joining the Robbins Institute PhD Program, she spent two years as a research assistant at the Yale School of Public Health in New Haven, Connecticut. She focused on the epidemiology of disease transmission through mathematical modeling.

Vigliotti has co-authored three research articles:

- * "Editing Nature: Local Roots of Global Governance," which appeared in the *Science* journal Nov. 2, 2018,
- * "Public Health Applications of CRISPR: How Children's Health Can Benefit," published in the December 2018 edition of the *Seminars in Perinatology* medical journal, and
- * "Dynamic Models of Infectious Disease Transmission in Prisons and the General Population," published in the *Epidemiologic Reviews* journal June 1, 2018.

At Baylor, she is a member of the Present Your PhD outreach group and has acquired certificates of achievement in the Designing for Online Teaching Success (DOTS) program and Preparing Researchers, Educators and Scholars for Teaching Online (PRESTO) course.

The Robbins Institute Health Services Research PhD Program is designed to teach doctoral students how to plan data-driven research in order to conduct sophisticated statistical

analyses and develop methodologically rigorous solutions to healthcare delivery challenges and policy issues. Healthcare stakeholders will be able to leverage these solutions to make better informed decisions, achieve a higher state of healthcare delivery and utilize healthcare resources more efficiently. Supporting the PhD program are collaborations with Baylor Scott & White Health and Baylor's Robbins College of Health and Human Sciences.



Vivian Vigliotti



Empirical healthcare economist offers keen insight for policymaking

offers keen insight for policymaking

Michael Richards, MD, PhD, MPH, joined Baylor University in August 2018 as an associate professor in the Robbins Institute and the Department of Economics. He previously served as a faculty member of Vanderbilt University's Department of Health Policy for three years. Prior to that role, Richards held a postdoctoral research position for two years at the Leonard Davis Institute of Health Economics and Wharton School at the University of Pennsylvania.

Michael Richards, MD, PhD, MPH

“Dr. Richards came to Baylor with over 30 academic publications, many of which are in impactful journals in both the medical field and the economics discipline,” states Cindy Riemenschneider, associate dean for Research and Faculty Development. “He is playing a vital role in helping shape the future of the Robbins Institute with his research with doctoral students and his vision for the impact the Robbins Institute can have on the medical community.”

Charles North, Department of Economics Chair and associate professor of Economics, adds, “Dr. Richards is already an accomplished, well-recognized economist studying the healthcare industry. His arrival substantially strengthens our long-standing commitment to research in the health economics field. We expect that Dr. Richards will be a research leader for both the Department of Economics and the Robbins Institute.”

His quest: answer relevant questions

Richards says, “I’m excited to be a part of and hopefully expand and strengthen the Robbins Institute MBA Healthcare Program. My hope is that my prior and active research helps me to bring more to the classroom so that we can continue to prepare our students for successful and influential careers in the healthcare industry.”

An empirical healthcare economist, Richards applies analytical and methodological techniques in his quest to answer relevant healthcare policy and industry questions.

“Everything I do is data driven,” he says, “therefore, I’m always on the lookout for interesting, useful data resources.”

Richards developed empirical research tools and skills while studying for his doctorate at Yale University and enhanced those capabilities during his postdoctoral position at the Leonard Davis Institute, where he was surrounded by empirical-based academic researchers.

“The institution and faculty heavily pushed empirical work as a way to answer questions well,” he notes.

Primarily his research focuses on healthcare provider responses to payment policies, regulations and industry trends. In addition, he has conducted extensive research on the prominent public health insurance programs such as Medicare and Medicaid. Currently he is working individually or jointly with other researchers on more than a dozen different academic projects.

Notable research studies

Richards has conducted significant work on contracting spillovers from private to public insurance programs and on physician incentives via the Medicare program. Ideally, the studies can help shape policy changes that reduce spending and increase efficiency for government health programs.

“The direct fiscal benefits of such changes would be to U.S. taxpayers, with potential improvements for Medicare beneficiaries as well. Much of what I research is how changes in physician incentive structure alter their behavior—whether the changes are procedures, patients they see or how providers organize themselves at a corporate level,” explains Richards, who earned his Doctor of Medicine (MD) and Bachelor of Science degrees from the University of Illinois at Chicago.

While studying medicine, he became interested in healthcare provider analysis because of his interactions with physicians. “That led me to have a strong interest in how these other environmental factors ultimately shape what physicians do,” he notes. “Understanding providers’ sensitivity to incentives, as well as regulations, can inform state- and federal-level policymaking in the short and long run.”

In a joint research project with Beth Munnich, a colleague at the University of Louisville, Richards is studying a large Medicare reimbursement change for U.S. ambulatory surgery centers. He is determining how payment reform shapes the flow of services to Medicare beneficiaries and the level of competition between hospitals and ambulatory surgery centers.

His initial conclusions indicate that the payment reform has reduced competition and the aggregate number of procedures provided to Medicare beneficiaries. This outcome could negatively impact millions of Medicare participants who depend on the convenience and cost effectiveness of outpatient surgery centers. Richards presented his initial findings at the National Bureau of Economic Research 2018 Summer Institute.

While a faculty member at Vanderbilt University, Richards co-wrote the third most-shared article of 2018 in the *Health Affairs* journal titled “Rural and Nonrural Primary Care Physician Practices Increasingly Rely on Nurse Practitioners.” He is expanding that study in a series of papers in cooperation with co-researchers Hilary Barnes at the University of Delaware and Matthew McHugh at the University of Pennsylvania. Their analyses center on how outpatient physician practices are blending high-skill clinical providers, including physicians, physician assistants and nurse practitioners.

Richards acknowledges, “There has been more growth in the number of physician assistants and nurse practitioners than the quantity of physicians, which can create a variety of opportunities in the sense of expanding the number of providers available. The analyses also speak to the contemporary movement of team-based care in healthcare delivery in order to manage patients comprehensively.”

Connections to healthcare influencers

To conduct this vital research, Richards stays abreast of healthcare industry policy changes, debates, events, innovations and acquisitions. He monitors academic research that closely relates to his areas of specialization. He believes that his appointment at the Robbins Institute and Department of Economics will enhance his research. In fact, the Robbins Institute, whose personnel and stakeholders have influential links to the upper echelons of Texas-based healthcare companies, factored significantly in his decision to accept the professorship at the Baylor University Waco campus.

“I’m excited to be back in a business school environment and work with an MBA program that has a devoted healthcare specialization with a very impressive track record. Texas is a prominent state for the healthcare industry. There are major firms either based out of Texas or that have a large part of their operation in Texas. The Robbins Institute has good connections to those individuals, so Baylor University has a nice collection of benefits that map to my background and aptitude,” he concludes.

Michael Richards’ latest published research works

“Public Spillovers From Private Insurer Contracting: Physician Responses to Managed Care,” (in collaboration with Sebastian Tello-Trillo), *American Economic Journal: Economic Policy*

“Does Spending More Get More? Health Care Delivery and Fiscal Implications From a Medicare Fee Bump,” (in collaboration with Alice Chen, Amy Graves, Matthew Resnick), *Journal of Policy Analysis and Management*

“Rural and Nonrural Primary Care Physician Practices Increasingly Rely on Nurse Practitioners,” (in collaboration with Hilary Barnes, Matthew McHugh, Grant Martsof), *Health Affairs*





North recognized for leadership potential with Director's Chair Award

Joel North is the second recipient of the Director's Chair Award, the annual award conferred to the student who demonstrates excellence and future potential in leadership and executive management.

The Director's Chair Award for the 2018 graduating class of the Robbins MBA Healthcare Program was presented at a scholarship awards luncheon in March 2018. The award is underwritten by a generous gift from Brig. Gen. Donald Wagner and his wife, Jan.

"Joel has demonstrated innate leadership traits from the day he entered the program," acknowledges Tom Haines, MHA, director of the Robbins MBA Healthcare Program. "We recognized early on that he has unlimited potential, and we know that he will make a profound difference during his career."

North says, "I'm thankful for the award and thankful I was a part of the MBA program."

After graduating in 2012 from Seven Lakes High School in Katy, Texas, North went on to earn his Bachelor of Arts degree in Medical Humanities in 2016 from Baylor University.

"I enjoyed Baylor so much I stayed for graduate school," he says. He credits a class he took as an undergraduate Premedical major for sparking his early interest in a Healthcare MBA. The course covered the condition and business of U.S. healthcare, including policies, laws and hospital operations.

"Up until that point I had taken mostly science classes, but I saw this other big world of healthcare and all the other things that it influences. I decided that by taking the business route, I could have influence and make changes I've always wanted," North relates.

Also contributing to his decision to study for a Healthcare MBA was his volunteer work for the hospice arm of Bluebonnet Health Services Of Waco.

"I realized people come from so many walks of life," he says, "and the healthcare system is so complex. There are many areas for improvement. Volunteering for hospice taught me that we all need someone to be our advocate at some point."

Residency leads to full-time management position

North's administrative residency took place May-December 2017 at the Cypress-Fairbanks Medical Center, a 181-bed acute community hospital in northwest Houston.

"Hurricane Harvey struck Houston during Joel's time there," Haines recalls. "As the storm was bearing down on the city, Joel was among the staff members who stayed at the hospital to ensure sustained operations. Joel remained at the hospital 24 hours a day for four days. It is that commitment and

leadership, coupled with his potential, which made Joel a clear choice for the Director's Chair Award."

While North was engaged in his residency, the medical center was acquired by Hospital Corporation of America (HCA). Yet, the acquisition proved beneficial for him as he was involved in many initiatives that were implemented. He assisted a Level III Trauma survey, supervised a Level II Trauma program launch and oversaw several ancillary hospital programs.

North says, "Anytime we didn't have class I came to the hospital. My residency was a deep-dive that quickly introduced me to the nuts and bolts of the hospital. It was invaluable."

A few weeks after graduating with his Healthcare MBA, he was employed full time at that same hospital, which is now called HCA Houston Healthcare Cypress Fairbanks. As assistant administrator/vice president of Operations, this Robbins Institute alumnus is responsible for the hospital's non-nursing units, including plant operations, security, cardiopulmonary, laboratory, pharmacy, food and nutrition, housekeeping and imaging services.

He credits the Institute for dispensing the tools and a systems approach that will help immeasurably in his current role. He believes he will be able to drive productivity and achieve business goals by leveraging the knowledge he acquired, uniting multiple perspectives and analyzing how everything integrates.

"I know I couldn't have done that before grad school," he admits. "My post-graduate Healthcare degree is going to be instrumental in my career moving forward."

Retired Brig. Gen. Donald Wagner presents the Director's Chair Award to the 2018 recipient, Joel North.

Robbins Institute recognizes 2018 academic achievers

Bill and Donna Baker Endowed Scholarship

The recipient of the Baker Scholarship is **J.P. DeVincenzo** from Memphis, Tennessee. He holds a Bachelor of Business Administration in Entrepreneurial Management and a minor in Biology from Texas Christian University. DeVincenzo completed his residency with Saint Thomas Health (Ascension) in Nashville, Tennessee.

Jim and Debbie Greenwood Endowed Scholarship

Kevin Pettit was named the 2018 Greenwood Scholarship winner. To complete his MBA, Pettit engaged in an administrative residency with Mercy Hospital in Oklahoma City. Originally from Vancouver, Washington, he graduated from Baylor University with a Bachelor of Business Administration degree in Supply Chain Management.

Foster G. McGaw Scholarship

Baylor's 2018 beneficiary of the McGaw Scholarship, administered by the Association of University Programs in Health Administration (AUPHA), is **Jorge Trevino**. The Brownsville, Texas, native earned his

Bachelor of Arts in Health and Society from the University of Texas at Austin. Trevino completed his residency at CHRISTUS Health System in San Antonio, Texas.

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

The 2018 Norman Family Scholarship was awarded to **Rahim Ali**, who achieved his residency requirements at Providence Health Network (Ascension) in Waco, Texas. Originally from Hurst, Texas, Ali graduated with a Bachelor of Business Administration in Economics from Baylor University.

J. Wiley Green Scholarship

Kaitlin Cummins was designated the 2018 winner of the scholarship established by the family of J. Wiley Green. She achieved a Bachelor of Arts with Honors in Communication and a minor in English from Texas A&M University. The Lewisville, Texas, resident engaged in an administrative residency at Capital Senior Living in Dallas.

Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship

The 2018 Wagner Scholarship was granted to San Antonio-native **Sierra Karczewski**. This scholar received her BS degree from the University of Kansas. Karczewski completed her administrative residency at Children's Hospital of New Orleans.

Boone and Peggy Powell Endowed Scholarship

The 2018 Powell Scholarship honoree, **Forrest Blackmon**, is originally from Orange, Texas, and graduated from Texas A&M University with a BS degree in Biomedical Sciences. Blackmon completed his administrative residency at Baptist Health System (Tenet) in San Antonio.

Joel and Diane Allison Scholarship

Sugarland, Texas, native **Reshmi Pandya** is the 2018 winner of the Joel and Diane Allison Scholarship. She received her Bachelor of Science degree in Economics from Baylor and accomplished her residency at Baylor College of Medicine in Houston.



2019 Scholarship Award Recipients include (from left) Justin Davis, Erika Griffin, Wardah Jaffery, Maria Morales Menendez, Reanna Gomez, and Giampietro Ippolito. Scholarship winners Virginia Berg and Jackson Price are not pictured.

Institute names 2019 scholarship winners at March 29 luncheon

Bill and Donna Baker Endowed Scholarship

Maria Morales Menendez has earned the Baker Scholarship. A native of Lexington, Kentucky, she holds a Bachelor of Science in Biosystems Engineering from the University of Kentucky.

Jim and Debbie Greenwood Endowed Scholarship

Virginia Berg of Baytown, Texas, has received the 2019 Jim and Debbie Greenwood Scholarship. She has a Bachelor of Arts in Medical Humanities from Baylor University.

Foster G. McGaw Scholarship

Jackson Price has been awarded Baylor's 2019 McGaw Scholarship, managed by the Association of University Programs in Health Administration (AUPHA). Price holds a Bachelor of Science in Business Management and Healthcare Analytics from the University of Alabama. He is originally from Colleyville, Texas.

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

Erika Griffin is the 2019 recipient of the Norman Family Scholarship. The Fort Myers, Florida, native earned her Bachelor of Science degree in Criminal Justice from the University of Central Florida. Griffin has completed all requirements for her Juris Doctor degree and will attain a joint JD/MBA Healthcare degree when she graduates in May 2020.

J. Wiley Green Scholarship

The 2019 J. Wiley Green Scholarship has been granted to **Reanna Gomez**. A resident of Aubrey, Texas, Gomez received her Bachelor of Science in Education degree in Health Science Studies from Baylor University.

Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship

The Robbins Institute has conferred this year's Wagner Scholarship, created by Brigadier General Donald Wagner and his wife, Jan Wagner, to **Justin Davis**. He earned a Bachelor of Science degree in Biology from Baylor. Davis' hometown is Manchaca, Texas.

Boone and Peggy Powell Endowed Scholarship

Rockwall, Texas, native **Giampietro Ippolito** is the 2019 Powell Scholarship winner. He graduated from Baylor with a Bachelor of Science in Psychology.

Joel and Diane Allison Scholarship

Wardah Jaffery of Sugarland, Texas, has been awarded the 2019 Joel and Diane Allison Scholarship. She has a Bachelor of Science degree in Biology from the University of Houston.



2018 Scholarship Award Recipients include (from left) Rahim Ali, J.P. DeVincenzo, Kevin Pettit, Sierra Karczewski, Jorge Trevino and Katie Cummins. Winners not pictured are Forrest Blackmon and Reshmi Pandya.

Baylor University's Robbins Institute for Health Policy and Leadership awards \$27,000 at Healthcare Management Case Competition

The University of Alabama at Birmingham student team captured first place and \$12,000 in Baylor University's fourth annual Robbins Case Competition in Healthcare Management held Oct. 17-19, 2018, at the Paul L. Foster Campus for Business and Innovation.

Second place and \$8,000 went to The Ohio State University team. Trinity University's team earned third place and \$4,000. Overall, Baylor awarded a prize pool of \$27,000 to individual students and teams in the competition.

Supplying the best responses to the question and answer session from the three morning venues were front-runners Anthony Plaff, University of Colorado Denver; Evan Roman, University of Pittsburgh; and Nick Garland, Rush University. They each won \$500.

The best presenters from the three morning venues earned \$500 each. The winners were Rachel Roeth, The Ohio State University; Ethan Ruderman, University of Toronto; and Lauren Naumcheff, University of Alabama at Birmingham.

"The teams diligently worked to find solutions to a complex healthcare issue in an intense two-day competition. Their efforts helped hone their skills and knowledge, which will benefit patients and medical systems throughout the

United States and Canada," says Scott Garner, administrative director of the Robbins Institute.

During the competition, students put what they learned into practice, worked under time constraints and presented their recommendations to a panel of healthcare experts. According to Garner, the Robbins Institute's competition was designed specifically with a distinct financial emphasis, which is an increasingly critical area of expertise within the healthcare industry.

Competing universities were chosen among full-time programs qualified by the Commission of Accreditation of Healthcare Management Education (CAHME) or Business School Alliance for Health Management (BAHM) member programs. Participation in the event was by invitation only.

The Robbins Case Competition also provided a forum for master's-level students and attending faculty to network with healthcare industry professionals, build academic and industry partnerships, and facilitate opportunities for internships, residencies and future employment.



1ST University of Alabama at Birmingham

Case Competition sponsors Bill and Mary Jo Robbins (far left) and faculty advisor Heather Lee with first-place winners Matthew Barnes, Lauren Naumcheff and Tommy Burt



2ND The Ohio State University

Second-place awardees CJ Marsh (second from left), Rachel Roeth and Rupa Mehta



3RD Trinity University

Faculty advisor Brad Beauvais (third from left) and third-place winners Mary Wey, Jake Stercula and Mouna Yalamanchi

17 professionals earn Executive MBAs in Healthcare, 13 new students begin program

Eight experienced professionals in Austin and nine in Dallas graduated from the Robbins Institute Executive MBA (EMBA) Healthcare Program in May 2018. Their graduations bring the total number of EMBA alumni to 74.

These graduates accomplished the EMBA Program while working full time in their jobs. With their advanced degrees in hand and their enhanced business and leadership skills, they are situated to expand and even create their own careers in the exciting healthcare arena. We look forward to hearing how their strategies are driving success for the health-related enterprises they manage and support.

Meanwhile, 13 new students entered the Robbins EMBA Healthcare Program in August 2018. While supporting a wide range of health entities on a full-time basis, they are fully engrossed in developing the analytical framework and business disciplines necessary to advance their organizations and their professional standings in the growing field of healthcare management.

Welcome Class of 2020 EMBA Healthcare Cohort!

Members of the Class of 2020 EMBA Healthcare Cohort



AUSTIN

Melina Barber

Customer Success Manager
Allergan plc

Jessica Clune

Quality Assurance and Compliance Specialist
Otto Bock Orthopedic Services LLC

Lance Cromwell

Vice President of Sales & Customer Management
NovoTrax LLC

Saloni Sharma

Customer Advocate
Allergan plc



DALLAS

Chantal Adegoke

Quality Improvement Specialist II, Interventions
Molina Healthcare

Keith Cook

Site & Operations Director
Inogen

Marissa Deslatte

Director of Marketing
Nobilis Health

Cameron Ham

Territory Sales Manager
Mölnlycke Health Care AB

Zach Hubbard

South Central Regional Manager
TZ Medical Inc.

Sara Ibanez

Manager of Operations, Patient & Associate Experience
CHRISTUS Health System

Tonya Larson

HCM Program Manager
Baylor University

Barell Morgan

Assistant Director
Youth Advocate Programs Inc.

Ahad Rehmatulla

Hospitalist
Baylor Scott & White Medical Center

2018 ROBBINS CASE COMPETITION PARTICIPANTS

Cornell University | George Washington University | Rush University

Saint Louis University | The Ohio State University | Trinity University

University of Alabama at Birmingham | University of Colorado Denver

University of Pittsburgh | University of Toronto | University of Washington

Robbins MBA Healthcare Program

2018/2019 Leadership Speaker Series

JANUARY 2018

22 Brian Elisco, MBA (Class of 2011),
Group Chief Financial Officer
› Tenet Healthcare Corp.-San Antonio &
North Texas, San Antonio
"Role and Challenges of the Healthcare CFO"

31 Chris Ekrem, Vice President
› Tyler & Company, Atlanta
"Interviewing & Networking Skills"

31 Jason Reinhardt, MBA (Class of
2007), Director of Operations-Health
Texas Provider Network
› Baylor Scott & White Health, Dallas
*"Practice Management & Physician
Compensation"*

31 Lauren Barron, MD, Director of
Medical Humanities Program
› Baylor University, Waco
*"Socioeconomic, Multicultural Diversity
Issues in Healthcare"*

FEBRUARY

06 Ann Garner, BA
› Baylor University
*"Ombudsmen and Patient Rights in
Long-Term Care"*

16 Rodney Rueter
President/CEO
› Lutheran Sunset Ministries, Clifton, Texas
(field trip)
"Long-Term Care"

20 Staci Love
› Child Protective Services, Waco
*"Child Abuse, Domestic Partner
Violence, Sexual Assault and Elder Abuse"*

23 Blake Allison, Chief Operating Officer
› Baylor Scott & White Quality Alliance-
Dallas/Fort Worth, Baylor Scott & White
Health, Dallas

Jenny Reed, Senior Vice President-
Comprehensive Care Management
› Baylor Scott & White Health, Dallas
*"Accountable Care Organizations
and Care Coordination"*

23 Nikki Mitchell, Senior Vice President-
Marketing & Communications
› Baylor Scott & White Health, Dallas
Jacob Sloan, Director of External
Digital Communications
› Baylor Scott & White Health, Dallas
*"Communications and Social Media
Use in Healthcare"*

27 Michelle Davis, MBA, RN, FNP
Clinical Director-Victims Center
› Advocacy Center, Waco
*"Abuse Issues: Sexual Survivor and
SANE Program"*

MARCH

02 Nick Sloan, MBA, EMBA (Class of
2017), Corporate Director of Emergency
Management
› Baylor Scott & White Health, Dallas
*"Emergency Management and Preparedness
in Healthcare Organizations"*

12 R. Mark Grace, MDiv
Chief Mission and Ministry Officer
› Baylor Scott & White Health, Dallas
"Spirituality in Healthcare Settings"

13 Eva Doyle, PhD
Chair-Department of Public Health
› Baylor University, Waco
"Public Health Overview"

21 Marty Margetts, Executive Vice
President-Corporate Services
and Chief Human Resource Officer
› CHRISTUS Health, Dallas
"Human Resource Challenges in Healthcare"

APRIL

03 Michele Lloyd, RN, Administrator-
Hospice Sunset
› Lutheran Sunset Ministries, Clifton, Texas
"End of Life and Palliative Care"

04 Reece Fitzgerald, MBA (Class of
2014), North Texas Division Manager-
Revenue Integrity
› Baylor Scott & White Health, Dallas

Kate Johnston, MBA, Manager-Pricing
Strategy & Analytics
› Baylor Scott & White Health, Dallas
*"Revenue Cycle Management, Chargemaster
Integrity and Pricing"*

09 John Anderson, MD
Joel Allison, MHSA, LFACHE
"Physician Leadership"

13 Rick Moore, PhD
Chief Information Officer
› National Committee for Quality Assurance
(NCQA), Washington, D.C.
*"Health Information Systems and
Data Analytics"*

16 Mark Rountree, Partner
› Ernst & Young LLP
*"Current Trends in Healthcare, Merger and
Acquisition Activity, and Taxation of Healthcare
Organizations"*

AUGUST

31 Joel Allison, MHSA, LFACHE
Senior Advisor
› Robbins Institute, Waco
"Roundtable Discussion"

SEPTEMBER

07 Jeff Ingram, CEO
› Scott & White Health Plan, Temple, Texas
"Healthcare Trends"

14 Scott Garner, FACHE
Administrative Director
› Robbins Institute, Waco
"Leadership Lessons"

21 Bill Waechter, President
› North Central Baptist Hospital,
San Antonio
"Leadership in a For-Profit Community Hospital"

NOVEMBER

02 James H. Hinton, CEO
› Baylor Scott & White Health, Dallas
"Strategic Leadership"

02 Mark Eubank
Director of Development
› HCA Physician Services Group,
Kansas City, Missouri
Kelli Shifflet, Division Vice President
› HCA Physician Services Group, Austin
"Trends in Physician Practice Management"

09 John Hawkins, Senior Vice President-
Government Relations
› Texas Hospital Association, Austin
"Current Legislative Issues"

16 Laura Irvine, Executive Vice President
& Chief Administrative Officer
› Medical City Healthcare (HCA Healthcare), Dallas
*"Exploring the Challenges Facing
Women Leaders in Healthcare"*

17 Al Hergenroeder, MD, Chief of
Adolescent Medicine Service
› Texas Children's Hospital, Houston
Dan DiPrisco, Executive Vice President
› Texas Children's Hospital, Houston

Jennifer DiPrisco, Regional Administrator,
› Houston Methodist Hospital, Houston
"Physician/Administrator Relations"

30 Brett Lee, Executive Vice President
and Chief Operating Officer
› Capital Senior Living Corp.
*"Leadership/Challenges in a For-Profit,
Long-Term Care Environment"*

JANUARY 2019

22 Eva Doyle, PhD
Chair-Department of Public Health
› Baylor University, Waco
"Public Health"

25 Joel Allison, MHSA, LFACHE
Senior Advisor
› Robbins Institute, Waco
"Roundtable Discussion"

30 Lauren Barron, MD, Director of
Medical Humanities Program
› Baylor University, Waco
*"Socioeconomic, Multicultural Issues
in Healthcare"*

FEBRUARY

05 Ann Garner, BA
› Baylor University, Waco
*"Ombudsmen and Patient Rights
in Long-Term Care"*

08 Mike Attas, MD
Retired Chief of Cardiology
› Hillcrest Baptist Medical Center, Waco
*"Medicine at the Crossroads: A Collection
of Stories and Conversations to Forge a
Vision for Healthcare"*

11 Brian Elisco, MBA, FACHE (Class of
2011), Texas Group Chief Financial Officer
and CFO, North Central Baptist Hospital
› Tenet Healthcare, San Antonio
"Role and Challenges of the Healthcare CFO"

15 Rodney Rueter, BBA, President/CEO
› Lutheran Sunset Ministries,
Clifton, Texas
"Long-Term Care"

18 Jason Reinhardt, MBA (Class of
2007), Director of Operations-HealthTexas
Provider Network
› Baylor Scott & White Health, Dallas
*"Medical Practice Operations and
Physician Compensation"*

19 Staci Love
› Child Protective Services, Waco
*"Child Abuse, Domestic Partner Violence,
Sexual Assault and Elder Abuse"*

22 R. Mark Grace, MDiv
Chief Mission and Ministry Officer
› Baylor Scott & White Health, Dallas
*"Role of the Hospital Chaplain and
Spirituality in Healthcare"*

26 Michelle Davis, MBA, RN, FNP
Clinical Director-Victims Center
› Advocacy Center, Waco
*"Abuse Issues: Sexual Survivor
and SANE Program"*

MARCH

01 Nikki Moll, BA, Senior Vice President-
Marketing & Communications
› Baylor Scott & White Health, Dallas
*"Communications and Social Media
Use in Healthcare"*

22 Ian McCarthy, PhD, Assistant
Professor of Economics
› Emory University
"Physician Affiliation and Hospital Production"

APRIL

02 Jennifer Speer, RN
"Home Health and Hospice Administration"

03 Jared Davis, MBA, Director
› HealthCare Appraisers, Dallas

Rebecca Langford, BBA, Senior Associate
› HealthCare Appraisers, Dallas
"Healthcare Valuation"

05 John Anderson, MD
"Physician Leadership"

12 Mark Rountree, MAcc/Tax, Partner
› Ernst & Young LLP, Dallas
*"Current Trends in Healthcare, Merger and
Acquisition Activity, and Taxation of Healthcare
Organizations"*

18 Paul Klotman, MD, President, CEO
& Executive Dean
› Baylor College of Medicine, Houston
"Issues for Executives in Healthcare"

26 Nick Sloan, MBA, EMBA (Class
of 2017), Director of Emergency
Management and Business Continuity
› Baylor Scott & White Health, Dallas
*"Emergency Management and Preparedness in
Healthcare Organizations"*

29 Reece Fitzgerald, MBA (Class of 2014),
Director-Revenue Integrity
› Baylor Scott & White Health, Dallas

Kate Johnson, MBA
Director-Pricing Strategy & Analytics
› Baylor Scott & White Health, Dallas
*"Revenue Cycle Management, Chargemaster
Integrity and Pricing"*



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Robbins Institute
for Health Policy & Leadership

