

BROADENING OUR REACH

IN HEALTHCARE
MANAGEMENT

2019/2020 Stakeholder's Report

Robbins Institute
for Health Policy & Leadership



Baylor University

HANKAMER SCHOOL OF BUSINESS



BROADENING OUR REACH

IN HEALTHCARE MANAGEMENT

During these difficult times, we are broadening our reach in healthcare management by implementing new programs that boost leadership preparation for both students and alumni. The Robbins Institute's reach in the healthcare industry also extends externally, where we have a hand in numerous efforts with healthcare preceptors and professional healthcare management organizations: from collaborating and mentoring to serving and contributing. As we broaden our sphere of influence, we do so for the sole purpose of developing the next generation of healthcare leaders who are capable and ready for the unique challenges ahead.

To our stakeholders:

Welcome to our *2019/2020 Stakeholder's Report* of the Robbins Institute for Health Policy and Leadership in the Hankamer School of Business at Baylor University.

Our last year has been challenging but tremendously successful as we have designed and implemented several new programs and initiatives with advice from the Robbins Institute Advisory Council, graduates, faculty and healthcare preceptors from healthcare systems throughout the United States.

As many of you are aware, this has been a transition year regarding the administrative residency timing. The Class of 2020, which graduated in May 2020, is the last class that returned to campus for the four-month didactic semester after residency. In contrast, the Class of 2021 will complete most of their didactic work and enter their nine-month residency in August 2020. This class will return for a two-week "minimester," which will include a comprehensive oral exam just before their graduation in May 2021.



A major highlight for the year was the addition of Dr. Forest Kim, our new Robbins MBA Healthcare Program director.

Dr. Kim joined us last July and has been making a truly wonderful impact on our program and students. He has worked in the healthcare industry and been the director of the Army/Baylor and Incarnate Word healthcare administration programs. He shares with you on page 8.

Last year we broadened our reach with professional healthcare management organizations. In January 2019, we made a first-ever joint accreditation visit with the Association to Advance Collegiate Schools of Business (AACSB) and the Commission on Accreditation of Healthcare Management Education (CAHME), which resulted in achieving the maximum accreditation length for the Robbins Institute MBA Healthcare Program.

We are involved actively in CAHME: Dr. Kim serves on the board, and he, Neil Fleming and Cherise Bridgwater serve as current or past CAHME fellows. Additionally, the Robbins Institute MBA Healthcare Program is designated as a CAHME Mentorship Circle Program, which is a model program that mentors and helps others seeking quality improvement and accreditation.

The Robbins Institute also participates in the Business Alliance for Health Management (BAHM), and our faculty members are contributors to the BAHM journal, *Health Management, Policy & Innovation*. Additionally, the Robbins Institute was invited this year to join as a member of the National Center for Healthcare Leadership's Graduate Education in Health Management Leadership Excellence Networks (GEHM-LENS) in which we collaborate and share experiences with leading health management programs.

As we move forward during the next year with new initiatives, including the addition of a Pre-Clinical Track, a Lean Six Sigma certificate and of course, working out the implementation of our new residency cycle, we request that you add us and our students to your prayer list. At the time of this writing, we are facing major challenges with the COVID-19 situation affecting class schedules and the delivery of our didactic education. We believe that our success in developing healthcare leaders and executives, along with other programs like ours, is more critical now than ever.

We would also like to add a word of personal thanks to Bill and Mary Jo Robbins who continue to support us and our students in so many critical ways.

Sincerely,

Scott Garner, FACHE (left)
Administrative Director

Charles North, PhD (right)
Academic Director

Contents

- 2 Making a Difference**
The Class of 2019 makes its entry into the workforce
- 4 Leaders in the Making**
The Class of 2020 secures administrative residencies
- 5 New Partners**
Robbins Institute partners with four new residency sites
- High Marks**
Data from the last three entering classes
- 6 Where the Journey Begins**
Presenting the Class of 2021
- 7 New MBA Healthcare Specialization**
Pre-Clinical Track offered
- 8 A New Duty Station**
Director Forest Kim aspires to achieve enhancements benefiting the Robbins Institute
- 10 Recognizing a Servant's Heart**
Katie Cummins receives the Director's Chair Award
- 12 Scholarship Winners**
Robbins Institute awards nine scholarships
- 13 External Case Competitions**
Baylor students tackle real-life healthcare scenarios
- 14 Robbins Case Competition**
Robbins Institute awards \$27,000 in fifth competition
- 15 2019 Executive MBA Healthcare Program**
Twelve professionals graduate
- 16 Recap**
2019/2020 Leadership Speaker Series

Making a Difference

Members of Class of 2019 gain a foothold in their careers

The newly formed Robbins MBA alumni group grew by ten to a total of 169 as the Class of 2019 has graduated and landed full-time positions at various healthcare organizations. Ninety days after graduation, 88% of the class was employed with an average starting salary of more than \$78,000 a year.

Many of these professionals are making an impact for their respective organizations in Texas. Most of these graduates acquired an employment offer from organizations at which they completed their residencies. Some of the organizations they are helping to improve include Baylor Scott & White, Hospital Corporation of America (HCA) and Baylor College of Medicine. The graduates are working for hospitals, healthcare systems and long-term care facilities. Their job responsibilities are extensive and include contracting, logistics, patient experience and business development.

Congratulations to the Class of 2019 as they begin their careers and make a notable impact on the healthcare industry in the coming years.



Rahim Ali



Forrest Blackmon



Katie Cummins



J.P. DeVincenzo



Sierra Karczewski



Darrell Leggett



Austin Mozingo



Reshmi Pandya



Kevin Pettit



Jorge Trevino

WHERE THEY ARE, WHAT THEY'RE DOING

Robbins Institute Class of 2019 alumni are employed with the following organizations:

LOUISIANA

Children's Hospital of New Orleans
New Orleans, Louisiana

MISSOURI

HCA Healthcare Physician Services Group
Kansas City, Missouri

VIRGINIA

Serco Inc.
Fairfax, Virginia

TEXAS

Baylor College of Medicine
Houston, Texas

Baylor Scott & White Health
Dallas, Texas

Children's Hospital of San Antonio
San Antonio, Texas

Emerus Holdings Inc.
The Woodlands, Texas

HCA Healthcare Physicians Services Group
Austin, Texas

Tenet Healthcare Corporation
Dallas, Texas



Robbins Class of 2019 MBA Healthcare graduates hold the following positions:

- Administrative Project Coordinator
- Business Operations Associate
- Buyer-New Development
- Development Specialist
- Practice Manager
- Project Manager-Ambulatory Operations
- Revenue Integrity Analyst
- Senior Systems Analyst
- Sourcing Specialist-Asset Lifecycle Management

Leaders in the Making

Class of 2020 acquires administrative residencies

The 13 members of the Robbins MBA Healthcare Class of 2020 secured administrative residencies at the following healthcare organizations to gain authentic, real-world experiences. Overall, the residency aspect of the MBA Healthcare Program provides valuable insights and opportunities that are difficult to achieve in the classroom. Additionally, these residencies provide opportunities for students to make significant contributions to their host sites.



Ginnie Berg
HOMETOWN: Baytown, Texas
DEGREE: BA, Medical Humanities, Baylor University
RESIDENCY: Mission Trails Baptist Hospital (Tenet), San Antonio, Texas



Stuart Carson
HOMETOWN: Boise, Idaho
DEGREE: BS, Medical Laboratory Science, Brigham Young University
RESIDENCY: Ascension Providence Healthcare Network, Waco, Texas



Justin Davis
HOMETOWN: Manchaca, Texas
DEGREE: BS, Biology, Baylor University
RESIDENCY: United Surgical Partners International (Tenet), Dallas, Texas



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



Erika Griffin
HOMETOWN: Fort Myers, Florida
DEGREE: BS, Criminal Justice, University of Central Florida
RESIDENCY: Carondelet St. Joseph's Hospital (Tenet), Tucson, Arizona



Tanner Houston
HOMETOWN: Mansfield, Texas
DEGREE: BS, Exercise Science, University of Texas at Arlington
RESIDENCY: HCA Midwest Physician Services, Kansas City, Missouri



G.P. Ippolito
HOMETOWN: Rockwall, Texas
DEGREE: BS, Psychology, Baylor University
RESIDENCY: HCA Physician Services Group, Austin, Texas



Wardah Jaffery
HOMETOWN: Sugarland, Texas
DEGREE: BS, Biology, University of Houston
RESIDENCY: Baylor College of Medicine, Houston, Texas



Maria Morales Menendez
HOMETOWN: Lexington, Kentucky
DEGREE: BS, Biosystems Engineering, University of Kentucky
RESIDENCY: Delray Medical Center (Tenet), Delray Beach, Florida



Nissy Mycle
HOMETOWN: Gurnee, Illinois
DEGREE: BS, Behavioral Neuroscience, Nova Southeastern University
RESIDENCY: HCA Healthcare Physician Services Group, Dallas, Texas



Jackson Price
HOMETOWN: Colleyville, Texas
DEGREE: BS, Business Management and Healthcare Analytics, University of Alabama
RESIDENCY: Baptist Health System (Tenet), San Antonio, Texas



Lauren Sutton
HOMETOWN: Mandeville, Louisiana
DEGREE: BS, Biological Sciences, Louisiana State University
RESIDENCY: Children's Hospital of New Orleans, New Orleans, Louisiana



Taylor Ulmer
HOMETOWN: Atlanta, Georgia
DEGREE: BS, Health Promotion, University of Georgia
RESIDENCY: Baylor Scott & White Health-Hillcrest, Waco, Texas

Four new residency sites partner with Robbins Institute

This year's graduating class had exciting opportunities with various residency sites across the United States, including four new residency sites. These new residency organizations offered several MBA Healthcare candidates advanced learning opportunities in diverse settings across the healthcare spectrum.

"We are thankful to the leaders of these organizations for their partnership and for joining the growing number of Robbins Institute MBA Healthcare residency sites," says Forest Kim, program director.



AccentCare headquartered in Dallas, Texas, was the location of Reanna Gomez's administrative residency. A novel residency site for the Robbins MBA Healthcare Program, AccentCare has many focus areas, including skilled home healthcare, hospice services, private duty nursing and care management. Utilizing these concentration areas, AccentCare provides comprehensive care and guidance for short-term, complex and chronic conditions.

Another new residency site for the MBA Healthcare Program is United Surgical Partners International (USPI) headquartered in Dallas, where Justin Davis

completed his administrative residency. USPI works with over 50 not-for-profit health systems in order to establish and operate outpatient surgical centers. USPI currently operates and partially owns in excess of 400 ambulatory surgical centers and has partnerships with more than 9,000 physicians. USPI was acquired by Tenet Healthcare in 2018, resulting in more resources and opportunities for its operations.

Carondelet St. Joseph's Hospital located in Tucson, Arizona, is a new site for the Robbins MBA Healthcare Program. Erika Griffin completed her administrative residency at this for-profit, 449-bed acute care facility owned by Tenet Healthcare.

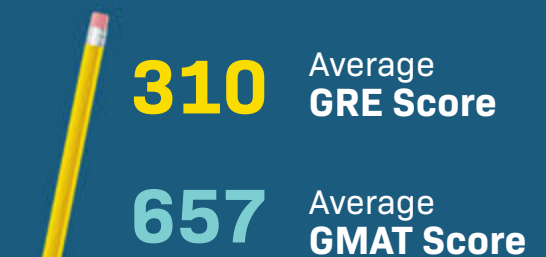
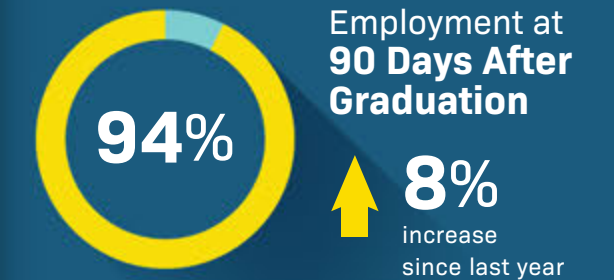
Delray Medical Center, where Maria Morales Menendez fulfilled her administrative residency, also is partnering with the Robbins Institute as a residency site. Based in Delray Beach, Florida, Delray Medical Center is a for-profit hospital with 512 beds. The medical center is operated by Palm Beach Health Network, which is also owned by Tenet Healthcare.

We welcome these four organizations to the Robbins Institute residency program. We look forward to the growth and professional development they will afford our future MBA Healthcare candidates.

HIGH MARKS

The information below represents data gathered from the last three entering classes (2017, 2018, 2019), and it paints a picture of an academic program that is increasing in value with every passing year. Especially notable are the post-graduation employment statistics, both of which showed significant increases since last year.

\$69,203
 Median Starting Salary



Where the Journey Begins

Presenting the Class of 2021

These 14 diligent candidates began honing their skills and proficiency in the Robbins Institute MBA Healthcare Program in the fall semester of 2019. Now that their first two semesters are completed, they look forward to the next phase of their comprehensive training and education. Welcome and best wishes, Class of 2021!



Austin Browning
HOMETOWN: Dallas, Texas
DEGREE: BBA, Accounting and Finance, Abilene Christian University



Sharon Civil
HOMETOWN: Sebring, Florida
DEGREE: BS, Public Health, University of Miami



Katie Dyball
HOMETOWN: Omaha, Nebraska
DEGREE: BS, Community Health, Texas A&M University



Joseph Friedman
HOMETOWN: Monument, Colorado
DEGREE: BA, Psychology, Baylor University



Dylan Hartsfield
HOMETOWN: Houston, Texas
DEGREE: BS, Biology, Baylor University



Preston New
HOMETOWN: Southlake, Texas
DEGREE: BBA, Marketing, Baylor University



Esi Okore-Adjei
HOMETOWN: Houston, Texas
DEGREE: BS, Biology, Baylor University



Alex Pahl
HOMETOWN: Schertz, Texas
DEGREE: BS, Public Health, Baylor University



Fallon Seitz
HOMETOWN: Austin, Texas
DEGREE: BA, English, University of Texas



Bridhi Shrestha
HOMETOWN: Houston, Texas
DEGREE: BS, Allied Health, Texas A&M University



Matthew Stephens
HOMETOWN: Hamilton, Texas
DEGREE: BS, Public Health, Texas A&M University



Sabrina Tran
HOMETOWN: Houston, Texas
DEGREE: BBA, Management, University of Texas



Blessing Adeyemo
HOMETOWN: Memphis, Tennessee
DEGREE: BS, Chemistry, University of Memphis



Tiaira Bester
HOMETOWN: Nashville, Tennessee
DEGREE: BS, Medicine, Health & Society; Spanish, Vanderbilt University

Eligible students can earn an MBA Healthcare in one year through new Pre-Clinical Track

A new MBA Healthcare specialization will help aspiring clinicians develop management competencies and a deep understanding of the healthcare business.

The Robbins Institute MBA Healthcare Specialization: Pre-Clinical Track, developed in collaboration with Baylor University's Pre-Health Studies Office, is targeting eligible students who want to become physicians, dentists, veterinarians, physical therapists, nurse practitioners or other advanced clinical professionals. Through this study concentration, students will gain an appreciation for the business of medicine and the management side of healthcare—all grounded within Baylor's Christian mission.

"There are so many competing topics in medical school that it is difficult to teach health business topics in a meaningful way," says Forest Kim, MBA Healthcare Program director for the Robbins Institute. "A growing number of physicians are assuming executive roles. They need a certain amount of management skills, training and acumen to run a practice. Even if clinical professionals do not hold

an executive position, their involvement in any type of practice requires management competencies."

"A growing number of physicians are assuming executive roles. They need a certain amount of management skills, training and acumen to run a practice."

Forest Kim, PhD, FACHE,
 Robbins MBA Healthcare Program Director

Key advantages of the program

The Pre-Clinical Track features a 53-semester-hour, MBA Healthcare curriculum that students can complete in one year. It does not require the external administrative residency necessary in the traditional residency program. The curriculum will foster interactions among future physicians

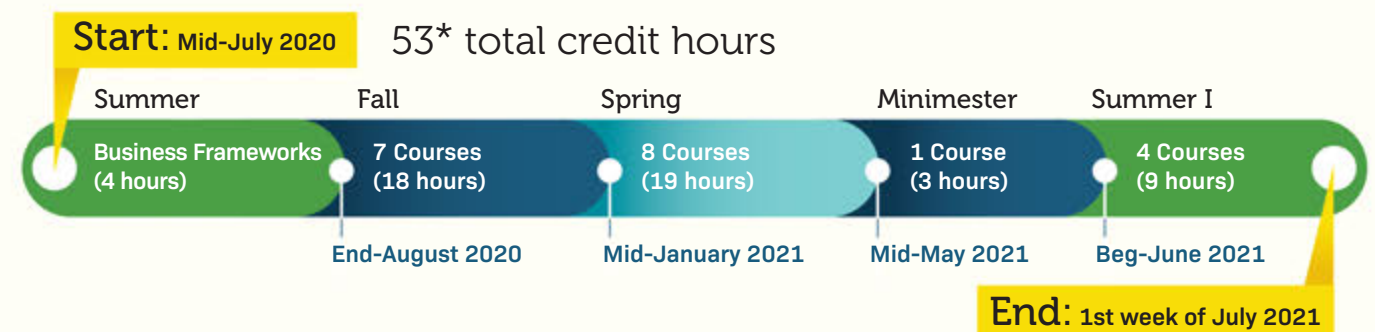
and healthcare administrators to promote greater understanding of each other's roles, creating a powerful network and valuable relationships that can be leveraged in years ahead. Moreover, the Pre-Clinical Track is expected to strengthen a student's unique credentials for applications into advanced clinical programs.

"An MBA in Healthcare is a marketable degree to have," Kim notes. "If a student decides to take a gap year before entering medical school, this MBA could enhance their application packet for a more competitive medical school."

Students taking advantage of this selective MBA concentration will come initially from medical-related disciplines. The Pre-Health Studies and Business Fellows Offices will help identify and recruit candidates prior to starting their advanced clinical training. Kim anticipates enrolling up to 10 students for the first year beginning in mid-July 2020.

"We're pleased with the amount of interest that has been demonstrated from the students here and outside of Baylor. We see tremendous opportunity for growth," he says.

Pre-Clinical Track Timeline



* 6 credit hours may be taken in undergraduate senior year

A New Duty Station



New director aims to enhance value, quality of Robbins MBA Healthcare Program

Brings lessons learned from military service

Forest Kim, PhD, FACHE, became director of the MBA Healthcare Program at the Robbins Institute for Health Policy and Leadership in July 2019. He succeeds Thomas Haines, former program director and senior lecturer, who retired August 2019 after almost 10 years with Baylor University.

Kim served for two years as director of the University of the Incarnate Word Graduate Program in Health Administration in San Antonio, Texas. Prior to that position, he was an associate professor and director of the Army-Baylor Graduate Program in Health and Business Administration at Fort Sam Houston in San Antonio.

A U.S. Army veteran with 22 years of active service, he also was appointed to healthcare administration assignments at Brooke Army Medical Center (BAMC) at Fort Sam Houston and Madigan Army Medical Center (MAMC) at Fort Lewis in Tacoma, Washington.

Kim has been recognized for making measurable improvements in each health administration program he has directed. He aspires to achieve enhancements to benefit all stakeholders of the Robbins Institute and build upon the significant accomplishments of his predecessors.

“For our students, we’re already taking steps to enhance the program’s curriculum related to management competencies,” Kim notes.

“We’re implementing a Lean Six Sigma course this summer and including several training modules into our student residencies. And this fall, we will launch a one-year Healthcare MBA track for students pursuing an advanced clinical degree.”

Forest Kim, PhD, FACHE,
Robbins MBA Healthcare
Program Director

“Regarding alumni engagement, we’re creating a formal Robbins MBA Healthcare Program alumni group sponsored by Baylor University’s Office of Alumni Engagement,” he continues. “For the healthcare management profession, I want to continue adding value through service to professional healthcare management associations and by sharing the lessons we have learned here at Baylor.”

To this end, Kim has made many presentations at both regional and national conferences such as the Association of University Programs in Health Administration (AUPHA) Annual Meeting. Additionally, he is a fellow in the American College of Healthcare Executives (ACHE) and a board member of the Commission on the Accreditation of Healthcare Management Education (CAHME).

A circuitous route to healthcare administration

Kim’s expansive career in healthcare administration began circuitously. Before graduating in 1995 as a Distinguished Military Graduate with a Bachelor of Science degree in

“For the healthcare management profession, I want to continue adding value through service to professional healthcare management associations and by sharing the lessons we have learned here at Baylor.”

Physiological Sciences from the University of California, Los Angeles (UCLA), he applied to medical school, but was denied admission. Having participated in UCLA’s Reserve Officer Training Corps (ROTC) and completed his degree, he was commissioned as a second lieutenant in the U.S. Army. With

medical school no longer an option, the Army designated Kim as a healthcare administrator in the Medical Service Corps. He was subsequently assigned as a medical planner to a unit on the Korean Peninsula and later as a healthcare administrator to the MAMC Level II trauma center.

“I was rounding at night as a junior officer, visiting the intensive care units and wards, and interacting with doctors, nurses and front desk clerks at Madigan. Those meaningful interactions with the diverse healthcare team and the epiphany that I could be involved in the provision of quality patient care by supporting the work of clinicians inspired me to commit to the healthcare administration profession,” he acknowledges.

He shares this story both to relate to many who have found their way into the healthcare administration profession through a similar route and to highlight the need to better educate society on the value and viability of the profession.

“I’ve talked to so many applicants in the programs I’ve directed who share a similar story as mine. I’ve also heard from a colleague that ‘no six-year-olds ask their parents to dress up as a healthcare administrator for Halloween.’ So, it’s apparent that we in the profession need to do a better job of promoting it as a viable career,” he says.

Kim has earned the following degrees: Master of Arts in Organizational Leadership from Chapman University, Master of Business Administration from the University of Texas at San Antonio, Master’s Degree in Healthcare Administration from Army-Baylor University and PhD in Health Services Research from the University of Washington.

After completing his doctorate in 2009, he returned to the Army-Baylor Graduate Program to teach and later serve as deputy director. In 2013, he was deployed as a medical training advisor to the Afghan Surgeons General for the NATO Training Mission-Afghanistan.

“This assignment was very fulfilling professionally,” Kim recalls, “and a perfect blend of healthcare administration and health management education. My charge was to help the Afghan military medical leaders improve their education and training processes. My team helped NATO’s efforts to modernize their medical training. I also had the opportunity to teach a weekly organizational behavior class and to mentor several senior medical staff. It was an honor to work with the Afghan medical leaders because they, of all members in their society, had the opportunity to leave Afghanistan, yet stayed and were committed to improving their nation.”

Shaping students for service in the healing profession

After his deployment, Kim returned to the Army-Baylor Graduate Program as director, a position he held for three years. He then led the University of the Incarnate Word Graduate Program in Health Administration until 2019, when Baylor University tapped him to join the Hankamer School of Business as a clinical associate professor and direct the Robbins MBA Healthcare Program.

“The Christian mission of Baylor resonated very strongly with me,” he says. “Having gone through and taught in the Army-Baylor program, it was a dream to teach on the main campus. A huge draw for me also was the mission of the Robbins Foundation (which supports the Institute): ‘to tell the world about Jesus, educate and heal the sick.’ These three components are appealing from a personal mission standpoint.”

Kim has conducted research and co-authored papers on various topics related to health policy and program evaluation. He is particularly interested in research on the U.S. Military Health System, which is the second largest integrated health delivery system in the country. He believes this research can inform and shape policymaking for the rest of the nation.

Competency development and assessment is another interest and topic requiring further study because the “profession struggles with how to assess competency development among our students,” he notes. These areas are driving Kim’s research and focus at the Robbins Institute.

He concludes, “I feel my work is more of a vocation than a job. The ability to shape students for service in the profession of healing is a high calling. I’m humbled, as well, to help enhance graduate health management education through my involvement in professional associations and advance healthcare delivery through my research. I feel honored to be a part of Baylor University and the Robbins Institute and hope to glorify God in all I do.”



Recognizing a Servant's Heart

Cummins garners Director's Chair honor

Katie Cummins has received the Director's Chair Award for the 2019 graduating class of the Robbins MBA Healthcare Program.

She is the third recipient of the annual award, which was conferred on March 29, 2019, at the Robbins Institute Advisory Council luncheon. The award, which is underwritten by Brig. Gen. Donald Wagner and his wife, Jan, recognizes the student who best exemplifies future potential in leadership and executive management.

"Katie demonstrated a servant's heart from the day I interviewed her during the 'Done-in-a-Day' admissions process," states Cherise Bridgwater, MBA, FACHE, director of Accreditation and Operations of the Robbins Institute. "I recognized early on that she would dedicate her life to helping others through healthcare. I cannot wait to see what a profound difference she makes during her life."

Cummins is grateful for the award and cites her experience in this program as one of the most impactful events of her career journey thus far.

She graduated from Lewisville High School in Dallas, Texas, and earned her Bachelor of Arts in Communications from Texas A&M University. Cummins credits her grandmother's advice for her switch from speech pathology to the healthcare administration field.

"I recognized early on that she would dedicate her life to helping others through healthcare. I cannot wait to see what a profound difference she makes during her life."

Cherise Bridgwater
Director, Accreditation and Operations

During her administrative residency at the Capital Senior Living headquarters office in Dallas, Cummins completed a project working with 127 communities across 23 states. She helped create budget sheets and financial projections. She also participated in a supply chain project

to standardize spending across all facilities, lowering the supply costs while still providing flexibility and product options for the best care. It was this project that sparked Cummins' interest in the supply chain management field.

After completing the MBA Healthcare Program, Cummins joined Emerus, the nation's first and most experienced operator of micro-hospitals. Through her position with Emerus, Cummins helps provide healthcare access for people who otherwise would not have any.

Cummins commends the Robbins Institute for providing her with the skills to succeed in her career. She states, "The values they instill in us, like servant leadership and the willingness to learn, are what set you apart from other candidates."

Administrative Director Scott Garner (left) and retired Brig. Gen. Donald Wagner present the 2019 Director's Chair Award to Katie Cummins.

Institute awards nine scholarships to members of Class of 2021



Joel and Diane Allison Scholarship

Bridhi Shrestha of Houston, Texas, has been awarded the 2020 Joel and Diane Allison Scholarship. She has a Bachelor of Science degree in Allied Health from Texas A&M University.



Bill and Donna Baker Endowed Scholarship

Fallon Seitz has earned the Baker Scholarship. A native of Austin, Texas, he holds a Bachelor of Arts in English from the University of Texas at Austin. He is striving to attain a joint Juris Doctor/MBA degree.



The Louis and Angela Bremer Scholarship

The 2020 Louis and Angela Bremer Scholarship recipient is **Joseph Friedman**. A native of Monument, Colorado, Friedman earned his Bachelor of Arts degree in Psychology from Baylor University.



J. Wiley Green Scholarship

The 2020 J. Wiley Green Scholarship has been awarded to **Esi Okore-Adjei**. A resident of Houston, Texas, Okore-Adjei received her Bachelor of Science in Biology from Baylor University.



Jim and Debbie Greenwood Endowed Scholarship

Katie Dyball of Omaha, Nebraska, has received the 2020 Jim and Debbie Greenwood Scholarship. She has a Bachelor of Science in Community Health from Texas A&M University.



Foster G. McGaw Scholarship

Matthew Stephens has been granted Baylor's 2020 McGaw Scholarship managed by the Association of University Programs in Health Administration (AUPHA). Stephens holds a Bachelor of Science in Public Health from Texas A&M University. He is originally from Hamilton, Texas.



Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

Blessing Adeyemo is the 2020 recipient of the Norman Family Scholarship. The Memphis, Tennessee, native earned her Bachelor of Science degree in Chemistry from the University of Memphis.



Boone and Peggy Powell Endowed Scholarship

Dallas, Texas, resident **Austin Browning** is the 2020 Powell Scholarship winner. He graduated from Abilene Christian University with a Bachelor of Business Administration in Accounting and Finance.



Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship

The Robbins Institute has conferred this year's Wagner Scholarship to **Alexia Pahl** of Schertz, Texas. She earned a Bachelor of Science degree in Public Health from Baylor University.

Baylor students tackle real-life healthcare scenarios in external case competitions

Baylor University Robbins Institute MBA Healthcare Program candidates have showcased their skills and knowledge in case competitions hosted by several universities and professional associations. Their participation in 2019 resulted in a couple of wins and a first-time achievement.

The Baylor team of Erika Griffin, Maria Morales Menendez and Wardah Jaffery won second place and \$5,000 in the competition hosted by the Business School Alliance of Healthcare Management (BAHM) at Harvard University in Boston, Massachusetts. The team's topic was "Reach, Teach & Involve: Tackling Childhood Obesity."

Winning second place at The Ohio State University Healthcare Case Competition held in Columbus, Ohio, was the Baylor team of Tanner Houston, Jackson Price and Ginnie Berg.

Representing Baylor at the University of Alabama at Birmingham (UAB) Health Administration Case Competition were J.P. DeVincenzo, Reshmi Pandya and Katie Cummins. They became the first Baylor team to reach the semi-final round of the UAB Health Administration Case Competition.

At the National Association of Health Services Executives (NAHSE) Case Competition in Washington, D.C., in October 2019, Sharon Civil, Esi Okore-Adjei and Arnob Mukherjee demonstrated their ability to frame and solve a real-life healthcare scenario within an allotted time frame.

Congratulations to all participants!



2018 National Association of Health Services Executives (NAHSE) Case Competition Representing Baylor University were Maria Morales Menendez (left), Wardah Jaffery (3rd from left) and Erika Griffin (far right), shown with coach and Accreditation and Operations Director Cherise Bridgewater, MBA, FACHE.



2019 Business School Alliance of Healthcare Management (BAHM) Case Competition Baylor University's team of Erika Griffin, Maria Morales Menendez and Wardah Jaffery took second place.



2019 University of Alabama at Birmingham Health Administration Case Competition (Left to right) J.P. DeVincenzo, Reshmi Pandya and Katie Cummins with coach Cherise Bridgewater. The team reached the semi-final round of this competition.



The Ohio State University Healthcare Case Competition The team of Tanner Houston, Ginnie Berg and Jackson Price earned second place in the competition.

Robbins Institute awards \$27,000 in fifth Case Competition

The Trinity University student team took the top spot and \$12,000 in Baylor University's fifth annual Robbins Case Competition in Healthcare Management. The competition was held Oct. 24-25, 2019, at the Paul L. Foster Campus for Business and Innovation.

The University of Pittsburgh team captured second place and \$8,000, while University of Alabama at Birmingham's team earned third place and \$4,000. Overall, Baylor awarded a total prize package of \$27,000 to winners in the competition.

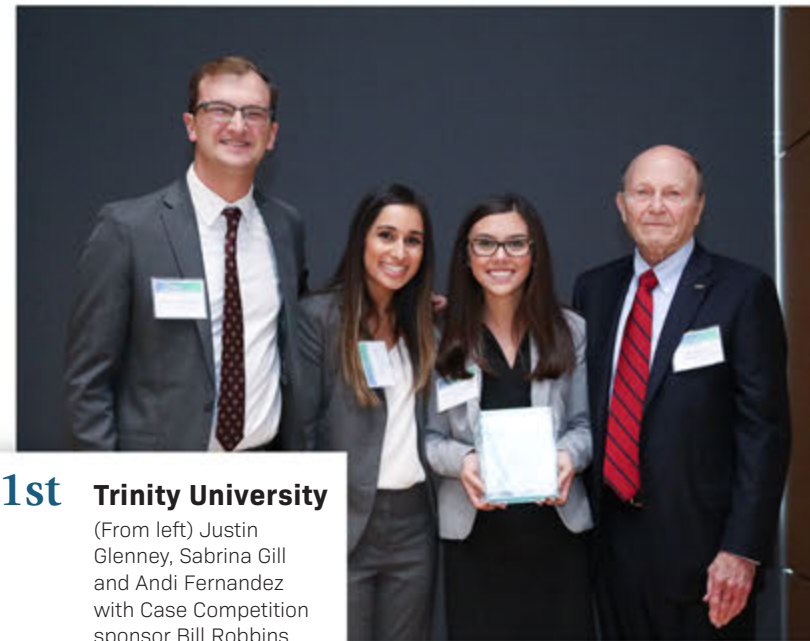
Providing the best responses to the question-and-answer session from the three morning venues were the following individuals who each won \$500: Maddie Haftel, Cornell University; Lajvanthi Sudhaker, Saint Louis University; and Josh Williams, University of Toronto.

The best presenters from the three morning venues also earned \$500 each. The winners were Tiffany Daniel, The Ohio State University; Christina Fortugno, University of Alabama at Birmingham; and Nikola Yerkan, Rush University.

During the competition, students applied their learnings, worked under time constraints and presented their recommendations to a panel of healthcare experts. According to Scott Garner, administrative director of the Robbins Institute, the Case Competition provides a distinct financial/quantitative emphasis, which is an essential area of expertise needed in healthcare management.

Competing universities were selected 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.

As in years past, the recent Robbins Case Competition 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. The sixth annual Robbins Case Competition in Healthcare Management is slated for October 28-30, 2020.



1st Trinity University
(From left) Justin Glenney, Sabrina Gill and Andi Fernandez with Case Competition sponsor Bill Robbins



2nd University of Pittsburgh
Zack Zambrano, Jordan McBride, Megan Preti and Bill Robbins



3rd University of Alabama at Birmingham
Mark Lainoff, Christina Fortugno and Jennifer Ashman with Bill Robbins

2019 CASE COMPETITION PARTICIPANTS

- | | |
|-------------------------------------|-------------------------------|
| George Washington University | University of Toronto |
| The University of Iowa | University of Washington |
| Saint Louis University | University of Colorado Denver |
| The Ohio State University | Rush University |
| University of Alabama at Birmingham | Cornell University |
| University of Pittsburgh | Trinity University |

2019 Executive MBA Healthcare Program 12 professionals graduate; nine begin program

While keeping up with the demands of their full-time jobs, seven professionals in Dallas and five in Austin graduated from the Robbins Institute Executive MBA (EMBA) Program in May 2019. Their graduations bring the total number of EMBA alumni to 86.

Poised to advance their healthcare careers further, these ambitious graduates are equipped with refined management skills and comprehensive training they received through the Robbins EMBA Program. We look forward to seeing how they will engender improvements in their respective organizations.

Meanwhile, nine new students entered the program in August 2019. They also are maintaining full-time positions with a variety of healthcare organizations, while committed to developing their leadership and business skills.

Welcome members of the Class of 2021 EMBA Healthcare Cohort!

Members of the Class of 2021 EMBA Healthcare Cohort

AUSTIN

Justin Pfaff
Regional Director
Hanger Clinic

Haaris Ali
Corporate Regional Director,
CDI & Denials Management
Prospect Medical Holdings

DALLAS

CraShanta Evans
Operations Excellence Consultant
Baylor Scott & White
Health-Hillcrest

Brian Hoppe
President/CEO
Unicom Technologies

Austin Ewing
Strategic Sales Director,
South Central U.S.
Smith+Nephew

Lisa Mills
Senior Director of Operations
McKesson Corporation

Stephanie Finkel
Partner
U.S. Anesthesia Partners Inc.

Nitya Mohapatra
Technology Consultant
DXC Technology

Keisha Riser
Manager of Research Operations
Mary Crowley Cancer Research Center

AUGUST 2019

- 30 Joel Allison, MHA, LFACHE**
Senior Advisor, Robbins Institute, Waco
- Scott Garner, MBA, MHA, FACHE**
Administrative Director, Robbins Institute, Waco
- "Class Orientation and Healthcare Servant Leadership"*

SEPTEMBER

- 13 Bill Waechter**
Chief Executive Officer, North Central Baptist Hospital, San Antonio
- "Tenet San Antonio"*
- 20 Lynn Downs, PhD, MBA, FACHE**
Regent, American College of Healthcare Executives-Central and South Texas
- "American College of Healthcare Executives"*
- 27 Lance Spivey, MBA, CPA**
President, StratiFi Health, Plano, Texas
- "Independent Healthcare Physician Practice Networks and Reimbursement Methods"*

OCTOBER

- 11 Mark Eubank**
Director of Development, HCA Physicians Services Group, Kansas City, Missouri
- Kelli Shifflet**
Division Vice President, HCA Physician Services Group, Austin
- "Physician Practice Management"*
- 18 Riley Orr, MBA**
Regional Vice President, United Surgical Partners International Inc., Dallas/Fort Worth Area
- "Outpatient Surgical Practices"*

NOVEMBER

- 8 Stephan Rodgers**
Chief Executive Officer, AccentCare Inc., Dallas
- Katy Black**
Chief of Staff, AccentCare Inc., Dallas
- "Home Health and Coordination of Health Services"*

- 16 Albert Hergenroeder, MD**
Chief-Adolescent Medicine, Texas Children's Hospital, Houston
- "Transition Medicine and Physician/Administrator Relations"*
- 22 Laura Irvine**
Executive Vice President & Chief Integrated Delivery Network (IDN) Officer, Baylor Scott & White Health, Southlake, Texas
- "Healthcare Leadership"*

JANUARY 2020

- 13 Kelsey O'Neill Crawford, MBA (Class of 2015)**
Financial Advisor II, Baylor Scott & White Health, Waco
- Chase Ogden, MBA (Class of 2011)**
Director of Finance, Memorial Hermann Healthcare System, Southwest and Sugar Land, Texas
- "Why Healthcare Finance?"*
- 17 Joel Allison, MHA, LFACHE**
Senior Advisor, Robbins Institute
- "Roundtable Leadership Discussion"*
- 21 Staci Love**
Child Protective Services, Waco
- "Child Abuse"*
- 24 Brett Lee**
President, Texas Health Resources, Rockwall, Texas
- "Hospital from the Ground Up"*
- 28 Eva Doyle, PhD**
Chair-Department of Public Health, Baylor University, Waco
- "Public Health"*
- 29 Lauren Barron, MD**
Director of Medical Humanities Program, Baylor University, Waco
- "Diversity in Healthcare"*

FEBRUARY

- 4 Ann Garner, BA**
Baylor University, Waco
- "Long-Term Care and Resident Rights"*
- 7 Mike Attas, MDiv, MD**
Retired Chief of Cardiology, Hillcrest Baptist Medical Center, Waco
- "Quality of Care"*
- 10 Brian Elisco, MBA (Class of 2011), FACHE**
Group Chief Financial Officer, Baptist Health System, San Antonio
- "Role and Challenges of the Healthcare CFO"*
- 15 Jason Reinhardt, MBA (Class of 2007)**
Vice President-Operations, Concentra-South Central Region
- "Medical Practice Operations and Physician Compensation"*
- 18 Michelle Davis, MBA, RN, FNP**
Victims Center Clinical Director, Advocacy Center, Waco
- "S.A.N.E. Sexual Assault Nurse Examiners Program"*
- 21 Laura Irvine**
Executive Vice President and Chief IDN Officer, Baylor Scott & White Health, Southlake, Texas
- Nick Reddy**
Chief Digital Officer, Baylor Scott & White Health, Dallas
- "Impact of Digital Services in Healthcare"*
- 28 R. Mark Grace, MDiv**
Chief Mission & Ministry Officer, Baylor Scott & White Health, Dallas
- "Spirituality in Healthcare Settings"*

MARCH

- 3 Jennifer Speer, RN**
Administrator-Hospice Sunset Home Health and Hospice, Lutheran Sunset Ministries, Clifton, Texas
- "Hospice Administration"*

- 4 Justin Pond, MBA (Class of 2015)**
Vice President-Hospital Operations, Baylor Scott & White Health, Waxahachie, Texas
- "Service Line Development, Pro Formas, Dashboards, KPIs"*
- 6 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"*
- 16 Jordan Wathen, MBA (Class of 2010), FHFMA, CTP**
Chief Financial Officer, Memorial Hermann Surgical Hospital First Colony, Sugar Land, Texas
- "Debt and Lease Financing"*

APRIL

- 3 Mark Rountree, MAcc/Tax**
Partner, Ernst & Young LLP, Dallas
- "Merger and Acquisition Taxation of Healthcare Organizations"*
- 15 Sarah Netherton, MBA (Class of 2014)**
Director, Revenue Cycle Training and Development, Baylor Scott & White Health, Dallas
- "Patient Access, Operations, Regulations and Financial Implications"*
- 17 Nikki Moll, BA**
Senior Vice President, Marketing & Communications, Baylor Scott & White Health, Dallas
- "Communications and Social Media Use in Healthcare"*

MAY

- 1 Reece Fitzgerald, MBA (Class of 2014)**
Director-Revenue Integrity, Baylor Scott & White Health, Dallas
- Kate Johnston, MBA**
Director-Pricing Strategy & Analytics, Baylor Scott & White Health, Dallas
- "Revenue Cycle Management, Chargemaster Integrity, and Pricing"*



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