



FORGING RESILIENT HEALTHCARE
LEADERS

2020/2021 Stakeholder's Report

Robbins Institute
for Health Policy & Leadership

 | Baylor University
HANKAMER SCHOOL OF BUSINESS

Forging Resilient Healthcare Leaders

To our stakeholders,

A global pandemic, social unrest, a once-in-a-century Texas ice storm, medical emergencies, personal losses — these were some of the challenges faced by the Classes of 2021 and 2022. Yet, as difficult as these experiences were, they were opportunities for our students, alumni and faculty to develop and demonstrate resilience that is so needed in healthcare.

In this *2020/2021 Stakeholder's Report*, you'll find stories that demonstrate the resilience shaped by this past year's remarkable forces.

On page 16, you'll learn about the tremendous strides President Livingstone and the Baylor University leadership took to provide a safe learning environment to fulfill students' desire for in-person instruction. Baylor's investment in an arsenal of safety measures allowed students to meet safely in classrooms and develop strong esprit de corps that is a hallmark of the Robbins MBA in Healthcare Program.

In the midst of global and local challenges, Robbins Institute faculty and staff continued to focus on both growth and value. In the fall, we welcomed students into the inaugural Pre-Clinical Track (page 7). Five students completed their MBA with Healthcare Specialization in one year and entered medical schools in Texas and Kentucky. The faculty and staff made several enhancements to the Healthcare curriculum, adding a finance lab, a data analytics course and training for all students to receive a Lean Six Sigma Black Belt.

The Institute added an affiliate research professor (page 18), Giovanni Filardo, PhD, MPH, as well as a new adjunct faculty member, David "Scott" Henschel, MA, LSSMBB, BSP. And, the pandemic did little to slow the productivity of Robbins Institute researchers (page 19).

Extending value to our alumni, the Institute formalized its alumni network (page 13) and added continuing education offerings in Lean Six Sigma training and certification and data analytics to enhance the "currency" of our graduates. We were pleased to invite alumni to several speaking engagements, including one by Quint Studer (page 21), in our Executive Leadership Speaker Series.

With travel restricted to slow the spread of the virus, our students participated virtually in several national case competitions, representing themselves and the program well (page 14). They also attended sessions at the first virtual American College of Healthcare Executives Congress on Healthcare Leadership and learned new ways to "reimagine healthcare." All students in the Class of 2020 graduated and entered the professional workforce. And students in the Class of 2021 were successfully placed in healthcare organizations representing both traditional and new health delivery models (page 5).

Through all of the activities this past year, the Robbins Institute has remained steadfast in its commitment to its four pillars of *academic excellence, intellectual activity, servant leadership and meaningful engagement*. You'll learn how these pillars are exemplified in this year's faculty profile about Cherise Bridgwater, MBA, FACHE, our director of Accreditation and Operations. A product of the Robbins MBA in Healthcare Program, Cherise is a true servant leader. We're excited for you to learn more about her and her contributions to the Institute and healthcare.

In closing, we thank God for His "ever-present help in trouble" (Psalm 46:1). And thank you, stakeholders, for partnering with us. We pray you will be blessed as you read our *Stakeholder's Report* — all of which could not have been done without your support.

Sincerely,

Scott Garner, FACHE (left)

Administrative Director

Forest Kim, PhD, FACHE (right)

Clinical Associate Professor and Program Director
Robbins MBA in Healthcare



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Forging Ahead

Healthcare MBA Program alumni grow as Class of 2020 enters the workforce

We are proud to announce that the 13 members of the Robbins Institute Class of 2020 have successfully graduated and obtained full-time administrative positions at hospitals, healthcare systems and consulting firms across the country. Ninety days after graduation, 92% of the class was employed with an average starting salary of approximately \$73,202 a year. With the graduation of this brilliant class, the Robbins Healthcare MBA alumni grew to a total of 182. These healthcare administrators made an impact on their respective organizations during the unprecedented year of 2020. Many of these graduates acquired an employment offer from the organizations where they completed their administrative residencies. A couple of the organizations they are helping to improve include Hospital Corporation of America (HCA) and Tenet Healthcare Corp. Their job responsibilities are extensive and include the areas of performance improvement, analytics, patient experience and business development. These bright individuals are using their business acumen for seamless leadership in their new careers. Congratulations to the Class of 2020 as they continue to make a notable impact on the healthcare industry in the upcoming years.



Ginnie Berg



Stuart Carson



Justin Davis



Reanna Gomez



Erika Griffin



Tanner Houston



G.P. Ippolito



Wardah Jaffery



Maria Morales Menendez



Nissy Mycle



Jackson Price



Lauren Sutton



Taylor Ulmer

WHERE THEY ARE, WHAT THEY'RE DOING

Robbins Institute Class of 2020 alumni are employed with the following organizations:

- ARIZONA**
Abrazo Health (Tenet Healthcare Corp.)
Phoenix, Arizona
- FLORIDA**
Delray Medical Center (Tenet Healthcare Corp.)
Delray Beach, Florida
- LOUISIANA**
Children's Hospital of New Orleans
New Orleans, Louisiana
- TEXAS**
AccentCare Inc.
Dallas, Texas
Ascension Providence Health System
Waco, Texas
- Baylor College of Medicine**
Houston, Texas
- Envision Healthcare**
Dallas, Texas
- HCA/Physician Services Group**
Dallas, Texas
- HCA-Transplant Program**
Fort Worth, Texas
- Oceans Healthcare**
Waco, Texas
- QHR Health**
Baytown, Texas
- Tenet Healthcare**
San Antonio, Texas
- United Surgical Partners International**
Dallas, Texas



Robbins Class of 2020 Healthcare MBA graduates hold the following positions:

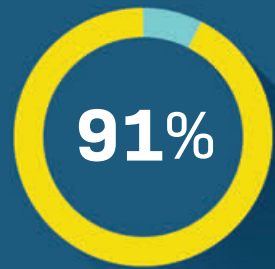
- Administration-Strategy
- Administrative Fellow
- Associate Strategy Consultant
- Business Office Manager
- Business Systems Analyst
- Clinical Operations Associate
- Decision Support Analyst
- Director of Operations
- Hospital Administrator
- Manager
- MBA Rotational Leadership Position
- Performance Improvement Coordinator
- Practice Manager

HIGH MARKS

These statistics are averages of the 2018, 2019 and 2020 entering classes. The results are emblematic of the resolve and resilience of Robbins Institute graduates supported by forward-thinking staff and faculty. The data also show that healthcare organizations recognize the educational excellence of the Robbins Healthcare MBA Program.

\$69,686

Average **Starting Salary**



91%

Employment at **90 Days After Graduation**



100%

Employment at **180 Days After Graduation**



13

*Average **Class Size**

310

*Average **GRE Score**

657

*Average **GMAT Score**

*Data from last three entering classes (2018, 2019, 2020)

Opportunities abound for administrative residencies

Muve Health becomes newest residency site

Leawood, Kansas-based Muve Health recently joined the growing list of Robbins MBA in Healthcare Program administrative residency sites. Muve Health specializes in total joint replacement and spine procedures. This technology-enabled, healthcare delivery organization is highly differentiated because it offers consumers a warranty for elective surgeries.

Its three facilities function in Lakeway, Texas, and Warminster and West Chester, Pennsylvania. Muve Health operates as an affiliate of ValueHealth, which enables 70% of hospital-destined total joint replacement procedures to occur in an ambulatory setting. Facilitating ambulatory surgical care since 1997, ValueHealth has earned the Ambulatory Centers of Excellence (ACE) designation.



Rod Carbonell is the preceptor for the administrative residency program at Muve Health. Carbonell possesses 21 years of clinical, managerial and executive experience in hospitals, ambulatory surgery centers (ASCs) and physician clinics. Before taking the helm of Muve Health as president and chief executive officer in 2018, he served as vice president of the Hospital Corporation of America's (HCA) Physician Services Group Central and West Texas divisions.

At HCA, Carbonell oversaw clinic operations for a multi-specialty physician network with more than 50 locations receiving 700,000 patient visits annually. He was instrumental in negotiating mergers, acquisitions and employment arrangements for more than 500 physicians. In addition, he also served as a preceptor to Robbins Healthcare MBA students.

Carbonell launched his career as a registered nurse in hospital operating rooms, academic medical centers and ASCs. He has a Bachelor of Science degree in Nursing from Berea College in Berea, Kentucky, and a master's degree in Healthcare Administration from Bellevue University in Bellevue, Nebraska.

The Robbins Institute welcomes Rod Carbonell and Muve Health and anticipates the great value this organization will provide our students about cutting-edge delivery models and guaranteed health services. We are pleased that our Healthcare MBA candidates have the option to gain hands-on experience at a rich slate of traditional sites like hospitals and health systems, as well as with emerging health delivery organizations like Muve Health.

Developing Future Executives

Class of 2021 lands administrative residencies

The 14 members of the Robbins Healthcare MBA Program Class of 2021 secured administrative residencies at various healthcare organizations across the country to gain hands-on, real-world career experiences. The residency component of the Healthcare MBA Program gives students the tremendous opportunity to gain knowledge that extends beyond the classroom. As importantly, these residencies allow students to make significant contributions to their host sites. We are proud of the mark they already are making in the healthcare community. Additionally, we are thankful for the organizations that have partnered with us to help develop the next generation of healthcare leaders.



Blessing Adeyemo

HOMETOWN: Memphis, Tennessee
DEGREE: BS, Chemistry, University of Memphis
RESIDENCY: AccentCare, Dallas, Texas



Tiaira Bester

HOMETOWN: Nashville, Tennessee
DEGREE: BS, Medicine, Health & Society; Spanish, Vanderbilt University
RESIDENCY: HCA PSG, Austin, Texas



Austin Browning

HOMETOWN: Dallas, Texas
DEGREE: BBA, Accounting and Finance, Abilene Christian University
RESIDENCY: StratiFi Health, Plano, Texas



Sharon Civil

HOMETOWN: Sebring, Florida
DEGREE: BS, Public Health, University of Miami
RESIDENCY: Children's Hospital of New Orleans, New Orleans, Louisiana



Katie Dyball

HOMETOWN: Omaha, Nebraska
DEGREE: BS, Community Health, Texas A&M University
RESIDENCY: Baylor Scott & White Health, College Station, Texas



Joseph Friedman

HOMETOWN: Monument, Colorado
DEGREE: BA, Psychology, Baylor University
RESIDENCY: Muve Health, Leawood, Kansas



Dylan Hartsfield

HOMETOWN: Houston, Texas
DEGREE: BS, Biology, Baylor University
RESIDENCY: AccentCare, Dallas, Texas



Preston New

HOMETOWN: Southlake, Texas
DEGREE: BBA, Marketing, Baylor University
RESIDENCY: HCA PSG, Dallas, Texas



Esi Okore-Adjei

HOMETOWN: Houston, Texas
DEGREE: BS, Biology, Baylor University
RESIDENCY: Baptist Health, San Antonio, Texas



Alex Pahl

HOMETOWN: Schertz, Texas
DEGREE: BS, Public Health, Baylor University
RESIDENCY: Mercy Health, Oklahoma City, Oklahoma



Fallon Seitz

HOMETOWN: Austin, Texas
DEGREE: BA, English, University of Texas
RESIDENCY: HCA PSG, Houston, Texas



Bridhi Shrestha

HOMETOWN: Houston, Texas
DEGREE: BS, Allied Health, Texas A&M University
RESIDENCY: Mednax Inc., Houston, Texas



Matthew Stephens

HOMETOWN: Hamilton, Texas
DEGREE: BS, Public Health, Texas A&M University
RESIDENCY: Ascension Providence, Waco, Texas



Sabrina Tran

HOMETOWN: Houston, Texas
DEGREE: BBA, Management, University of Texas
RESIDENCY: Baylor College of Medicine, Houston, Texas

Embarking on a New Journey

Presenting the Class of 2022

For the fall semester 2020, we welcomed 19 exceptional candidates seeking to acquire knowledge through the Robbins Healthcare MBA Program. This cohort was our first ever to include Pre-Clinical Track students—alongside our traditional Healthcare Administration students—who will be continuing on to get their medical degrees. Please join us in welcoming this bright, first-of-a-kind class as they are preparing to take the next step in their professional careers!



Cody Andersen
HOMETOWN: Little Rock, Arkansas
DEGREE: BS, Health Science Studies, Baylor University



Josh Baldobinos
HOMETOWN: Shorewood, Illinois
DEGREE: BS, Healthcare Administration, Brigham Young University-Idaho



Boozaziel Chavez
HOMETOWN: Fort Worth, Texas
DEGREE: BS, Biology, Baylor University



Bianca Clyde
HOMETOWN: San Antonio, Texas
DEGREE: BS, Biology, Baylor University



Rasheeda Daugherty
HOMETOWN: Beaumont, Texas
DEGREE: BA, Political Science, Spelman College



Liam Ferreira
HOMETOWN: Austin, Texas
DEGREE: BS, Biology, Baylor University



Funke Giwa
HOMETOWN: Forney, Texas
DEGREE: MBA, Organizational Development, University of Texas at Tyler



Allison Grimes
HOMETOWN: Plano, Texas
DEGREE: BS, Human Biology, University of Texas



Kristen Koehler
HOMETOWN: El Paso, Texas
DEGREE: BA, Medical Humanities, Baylor University



Megan Peterson
HOMETOWN: Campbell, Texas
DEGREE: BS, Biology, Baylor University



Megha Rawat
HOMETOWN: Richmond, Texas
DEGREE: BS, Psychology, Baylor University



Rowan Sankar
HOMETOWN: Frisco, Texas
DEGREE: BS, Neuroscience, Baylor University



Joey Sauser
HOMETOWN: DeKalb, Illinois
DEGREE: BBA, Entrepreneurship, Baylor University



Macy Scott
HOMETOWN: Shreveport, Louisiana
DEGREE: BA, Medical Humanities, Baylor University



Jack Stutz
HOMETOWN: Katy, Texas
DEGREE: BS, Health Science Studies, Baylor University



Melissa Van De Hey
HOMETOWN: Neenah, Wisconsin
DEGREE: BS, Healthcare Administration, University of Wisconsin-Milwaukee



Nick von Waaden
HOMETOWN: Austin, Texas
DEGREE: BSED, Health Science Studies/Pre-Medical, Baylor University



Chris Wainerdi
HOMETOWN: Plano, Texas
DEGREE: BS, Biomedical Sciences, Texas A&M University



Kayla Wilson
HOMETOWN: Copperas Cove, Texas
DEGREE: BBA, Business Fellows, Baylor University

Heading to Medical School

First cohort completes Pre-Clinical Track

Five students completed the inaugural year of the Healthcare MBA Specialization: Pre-Clinical Track (PCT), developed in collaboration with Baylor University's Pre-Health Studies Office.

These students were accepted into the following medical schools:

- **Bianca Clyde:** The University of Louisville School of Medicine
- **Liam Ferreira:** Baylor College of Medicine in Houston
- **Rowan Sankar:** Paul L. Foster School of Medicine at Texas Tech University-El Paso
- **Jack Stutz:** McGovern Medical School at the University of Texas Health Science Center in Houston
- **Kayla Wilson:** Dell Medical School of the University of Texas at Austin

The PCT, a 54-semester-hour curriculum that students can complete in one year, targets eligible students who want to become physicians, dentists, veterinarians, physical therapists,

nurse practitioners or other advanced clinical professionals. The curriculum was designed to heighten students' appreciation for the business and management sides of healthcare operations.

Sankar, an inaugural PCT student, said the program was instrumental in these areas. "The Robbins Healthcare MBA Program provided not only the perspective to grasp the broader issues facing our healthcare system, but also the tools necessary to address them."

This sentiment is shared by Clyde, another PCT student, who said, "I am so appreciative of the opportunity this program has given me. This program enhanced my future practice of medicine by equipping me with the business knowledge and skills to be an active leader in healthcare, one who works to address the challenges we currently face in the healthcare industry so I can be an advocate for my patients in more ways than one."

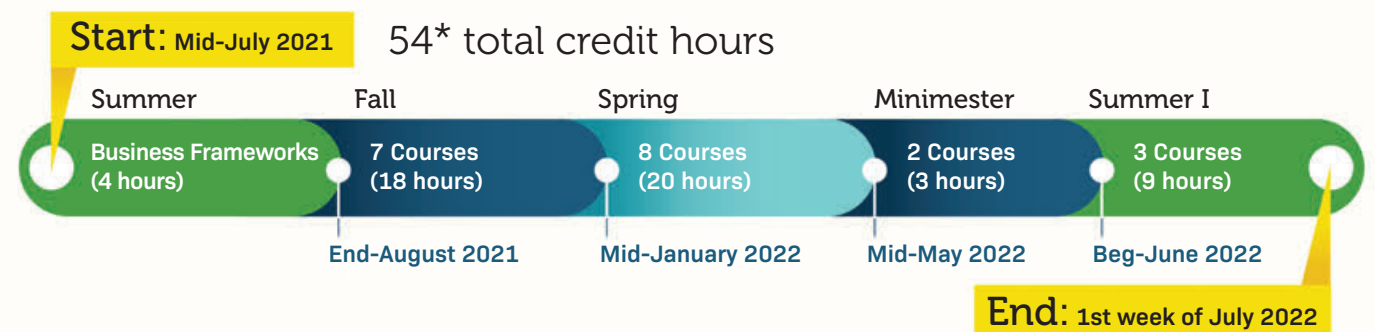
Ferreira, who also completed the PCT, added, "The program prepares future physicians with the business

acumen necessary to bridge the gap in providing high-quality, yet affordable medical care."

Another reason for establishing the PCT was to help Pre-Health Studies graduates fortify their applications for advanced clinical programs. One way the PCT was instrumental in this regard was by helping these MBA candidates convey broad, multidimensional answers in their medical school admission interviews—answers that extended beyond the clinical elements emphasized in their undergraduate education.

"Our PCT students were able to respond very thoughtfully to questions pertaining not only to medical school curricula but also to big-picture types of questions. The students attribute this in part to being exposed to broader healthcare concepts through our program," commented Forest Kim, Robbins Healthcare MBA Program director.

Pre-Clinical Track Timeline



* 6 credit hours may be taken in undergraduate senior year

Accreditation and Operations director finds her forte at Robbins Institute

As director of Accreditation and Operations, Cherise Bridgwater manages the Robbins Institute's accreditation and operations processes with professional healthcare management organizations. She is a fellow of the Commission on the Accreditation of Healthcare Management Education (CAHME) and a fellow of the American College of Healthcare Executives (ACHE). Bridgwater's responsibilities with CAHME and ACHE have afforded her substantial insight into healthcare education accreditation and operations. "Accreditation is a stamp of quality," she explained. "Working with our external stakeholders fosters diversified

experiences. These experiences have provided great insight. In turn, I not only have been able to help and mentor other university programs, but also learn about best practices at other schools and bring them back to Baylor."

In addition to facilitating the Robbins Institute's accreditation, operations and competency assessment processes, Bridgwater also leads the annual Robbins Case Competition in Healthcare Management and coaches Robbins Healthcare MBA case competition teams.

"Before I started coaching, we didn't have an external win in healthcare administration case competitions," Bridgwater recalled. "Not having an external win disheartened me. I asked our team,

"Why don't you let me take our students to The Ohio State University Health Administration Case Competition, and we will place."

They did—winning third place—and marking a first-time achievement for a Baylor Healthcare MBA team in an external case competition.

"Case competitions provide significant value to our students," she added. "They expose students to current healthcare issues and challenge them to find solutions creatively. The external exposure is enlightening. Many of our students will be working with the people they interact with at these case competitions because healthcare management is a small community."

Preparation for a life of leadership and service

Bridgwater grew up and graduated high school in Michigan. During her last two years of high school, she was dual enrolled in college. After high school graduation, the Michigan Department of Management and Budget offered her a full-time internship, which helped finance her undergraduate degree.

"My boss at the Department of Management and Budget offered me the opportunity to better understand state government and attend cabinet meetings with him. Through his mentorship, I gained substantial and meaningful understanding about fiscal responsibility, financial management and politics. So, it was a significant experience working for the state of Michigan," Bridgwater said.

Her love and passion for healthcare consistently have been supported by her family. Her aunt, who worked as an emergency department nurse, provided her with opportunities to volunteer in the local emergency department usually on Friday and Saturday nights throughout high school and college. However, Bridgwater's internship with the Department of Management and Budget prompted her to major in Finance at Michigan State University. Additionally, Bridgwater believed Finance was one of her core strengths, but she never truly lost her passion for healthcare.

An aspiration to fund good works

After earning a Bachelor of Arts degree in Finance (and through much prayer), Bridgwater considered obtaining a Master of Business Administration with an emphasis in Entrepreneurship.

"I wanted to learn how to grow money to fund good works, humanitarian efforts and Christian missions," she noted. However, the Lord had a slight detour for her to take.

Learning about missions pulled on Bridgwater's heart. She felt led to explore this passion to understand better how funding can be organized. To discover if this was her calling, she trained for three months as an outreach volunteer for Youth With A Mission-Colorado Springs Strategic Frontiers, an international Christian missions organization. After the training, she went on a three-month outreach program in China—sharing the Gospel and teaching English in the Hunan, Yunnan and Sichuan provinces in China. Her undertakings also allowed her to provide relief to displaced people following the May 12, 2008, Great Sichuan Earthquake.

"This outreach opened my eyes. By serving in this way, I was shown how a spirit can be healed," Bridgwater commented. Although she deemed missionary work a worthwhile pursuit, Bridgwater set her sights on attending graduate school. When she submitted an essay that conveyed her deep adoration for healthcare, Laurie Wilson, director of Graduate Business Degree Programs for Hankamer School of Business, recommended that Bridgwater enter the Robbins Healthcare MBA Program.

Cherise Bridgwater
Director of Accreditation and
Operations and Lecturer -
Healthcare Finance

Macy Scott

A Heart for Healthcare

Megha Rawat

"I was not familiar with the Robbins Healthcare MBA Program," she admitted. "But after my discussions with Mrs. Wilson, I came to realize that Baylor was the right place and that I have a passion for healing individuals and organizations. I appreciated the value of mentorship as I received valuable advice and guidance from Colonel Garner [Scott Garner, Administrative director] at Baylor."

After obtaining a Master of Business Administration in Healthcare in 2010, Bridgwater worked for Baylor Scott & White Health in Waco for six years. As manager of Clinic Operations and Financial Analysis, she led multiple change management efforts, including a turnaround for an outpatient department that increased profit, revenue and patient satisfaction. She also helped other departments improve their operations through sound business practices.

A deep resolve to heal people, places

In April 2015, Bridgwater went on to manage investment portfolios and business development opportunities as the vice president for Investments of North American Corporation Texas (NAC-TX), a corporation affiliated with Robbins Institute benefactors Bill and Mary Jo Robbins.

"I was interested in entrepreneurship as a way to make money to do good works. That's why North American Corporation and the Robbins Foundation exist," Bridgwater said. "We dare to be different, and our mission is to tell the world about Jesus, educate and heal the sick both physically and spiritually." She continues to work for NAC-TX, which supports the Robbins Institute and charitable works around the globe.

In February 2016, Bridgwater assumed additional responsibilities as the Robbins Institute's director of Accreditation and Operations and in 2020, the responsibilities of Healthcare Finance professor.

"Case competitions provide significant value to our students. They expose students to current healthcare issues and challenge them to find solutions creatively."

"Upon self-reflection, my 'why' became to heal and grow others around me and use the lessons in my life to mentor those future leaders to do the same. Therefore, as a professor, I have a passion for showing students the importance of Finance and also assuaging fears about the subject, which many consider to be complex

and insurmountable. My position also allows me the opportunity to facilitate relationships between current healthcare leaders and our students who will be healthcare leaders in the future."

Looking ahead, Bridgwater envisions promising paths for Robbins Institute graduates as they collaborate with others in the small niche of healthcare leadership. She believes they will play a role in merging the competing interests of administrators and clinicians—all to benefit patients and do good.

"Not only have we been able to mentor our Healthcare Administration Track students, but also our Pre-Clinical Track students. I can see us helping to transform healthcare on the administrative and clinical sides into collegial team-based environments and producing servant leaders on multiple fronts," she concluded.



Recognizing a deeply driven servant leader

Menendez earns Director's Chair honor

Healthcare MBA Program despite her limited business and healthcare knowledge. However, she quickly discovered unconditional support from the program's faculty and numerous career opportunities at her disposal.

Menendez is extremely grateful to the program leaders, professors and colleagues for the experience she had at Baylor. "The culture in the Robbins Institute is one of a kind," she said. "I can confidently state that without this program, I would not be where I am today."

After her first year in the program, Menendez attended her residency at Delray Medical Center in Delray Beach, Florida. During her administrative residency, she was mentored by Stephen Garner, CEO of Abrazo Arrowhead Campus and Abrazo Surprise Hospital. He acknowledges that she made an immediate impact on Delray Medical Center.

"Maria's high integrity, maturity and passion for service to others made her a joy to precept and she soon became an essential member of our team," affirmed Garner, who was impressed by her work ethic from the beginning. Under Garner's counsel and through partnership and teamwork, Menendez was able to support the facility in a variety of initiatives—from the introduction of new contracts to the management of daily operations.

After earning her Healthcare MBA degree, Menendez joined Delray Medical Center full time as an administrative fellow before her subsequent promotion to associate administrator. Her genuine dedication to the healthcare industry portrays the Robbins Healthcare MBA Program and Director's Chair Award in the best possible light. She faithfully has embodied the program's commitment to servant leadership and transforming healthcare one leader at a time.

Maria Morales Menendez has received the Director's Chair Award for the 2020 graduating class of the Robbins Institute Healthcare MBA Program.

She is the fourth recipient of the annual award, which recognizes the student who best exemplifies future potential in leadership and executive management. The award, underwritten by Brigadier General Donald Wagner and his wife, Jan, serves as a benchmark for students who seek to dedicate their lives to helping others through healthcare.

Originally from Lexington, Kentucky, Menendez graduated from Bates Creek High School and earned her Bachelor of Science in Biosystems Engineering from the University of Kentucky. Subsequently, she enrolled in the Robbins



Cherise Bridgwater with students Kristen Koehler and Boozaziel Chavez.

Institute names 2021 scholarship winners at April 16 Advisory Council meeting

Bill and Donna Baker Endowed Scholarship

Boozaziel Chavez of Fort Worth, Texas, has received the Baker Scholarship. He has a Bachelor of Science in Biology from Baylor University.

Jim and Debbie Greenwood Endowed Scholarship

Joshua Baldobinos has earned the 2021 Jim and Debbie Greenwood Scholarship. A native of Shorewood, Illinois, he holds a Bachelor of Science in Healthcare Administration from Brigham Young University-Idaho.

Foster G. McGaw Scholarship

Liam Ferreira has been awarded Baylor's 2021 McGaw Scholarship, managed by the Association of University Programs in Health Administration (AUPHA). Ferreira holds a Bachelor of Science in Biology from Baylor University. He is originally from Austin, Texas.

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

Chris Wainerdi is the 2021 recipient of the Norman Family Scholarship. The Plano, Texas, native earned his Bachelor of Science degree in Biomedical Science from Texas A&M University.

J. Wiley Green Scholarship

The 2021 J. Wiley Green Scholarship has been granted to **Meghana Rawat**. A resident of Richmond, Texas, Rawat received her Bachelor of Science degree in Psychology 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 **Kayla Wilson**. She earned a Bachelor of Business Administration degree as a Business Fellow from Baylor. Wilson's hometown is Copperas Cove, Texas.

Boone and Peggy Powell Endowed Scholarship

San Antonio, Texas, native **Bianca Clyde** is the 2021 Powell Scholarship winner. She graduated from Baylor University with a Bachelor of Science in Biology.

Joel and Diane Allison Scholarship

Macy Scott of Shreveport, Louisiana, has been awarded the 2021 Joel and Diane Allison Scholarship. She has a Bachelor of Arts degree in Medical Humanities from Baylor University.

The Louis & Angela Bremer Scholarship

The 2021 Louis & Angela Bremer Scholarship recipient is **Funke Giwa**. Hailing from Forney, Texas, Giwa earned her Doctor of Medicine degree from Obafemi Awolowo University in Nigeria.

Clockwise from left: Boozaziel Chavez, Bianca Clyde, Joshua Baldobinos, Liam Ferreira, Chris Wainerdi, Funke Giwa, Kayla Wilson, Macy Scott and Meghana Rawat.



Adding value beyond your program years

Robbins Healthcare MBA Alumni Group takes form

The U.S. healthcare sector is large, but its administration community is fairly small and tight-knit. Enter the Robbins Healthcare MBA Alumni Group, which offers networking and continuing education opportunities to assist program graduates in their careers.

"We want to continue adding value beyond the years our alumni spent in the program," said Forest Kim, PhD, FACHE, director of the Robbins Institute Healthcare MBA Program. "Healthcare is constantly evolving, so the ability to stay connected with our alumni and provide them with the most current knowledge are great benefits of the Robbins Healthcare MBA Alumni Group."

Launched in spring 2020, the alumni group is set up in six regions. Currently, nine steering committee members plan and organize alumni engagements for their respective areas.

The first virtual gatherings occurred in 2020 for the Houston and At-Large regions on Dec. 3, for the Austin and San Antonio regions on Dec. 4, and the Greater Waco and Dallas regions on Dec. 11.

The group's spring 2021 speaker event featured Quint Studer, a Pensacola, Florida, businessman and founder of Studer Group, a healthcare consulting company. He also is a philanthropist and co-owner of the minor-league

baseball team, the Pensacola Blue Wahoos. Studer serves with Kim on the board of the Commission on the Accreditation of Healthcare Management Education (CAHME).

"We were excited about Quint Studer speaking to us," Kim noted. "He is in very high demand, having had a highly successful consulting career in healthcare and having published a number of best-selling books. Yet, he is generous with his time and looks for ways to give back."

We invite you to participate in the Robbins Healthcare MBA Alumni Group to take advantage of the networking and continuing education opportunities. To learn more, visit the website at <https://www.baylor.edu/alumni/connect/index.php?id=969700>.

ROBBINS HEALTHCARE MBA ALUMNI GROUP

Region	Steering Committee Members
Waco/Temple/Killeen	Ginnie Berg, Austin Taylor
Austin	Darrell Leggett, Jenn Odekon
San Antonio	Jorge Trevino
Dallas	Kimberly Anderson, George Terrazas
Houston	Kara Abrameit, Alex Colyer Brock
At-Large	Andre Cisne

Torch Campaign enables alumni to give back

Many alumni have indicated their desire to give back financially to the Robbins Healthcare MBA Program, according to Forest Kim, program director. The Torch Campaign was conceived to give them an opportunity to provide vital assistance to students who completed their administrative residencies and returned to campus for their capstone course and comprehensive oral examinations.

The timing of the administrative residency of the Robbins Healthcare MBA Program changed for the 2020/2021 school year. Previously, students returned to campus for a full semester after completing a seven-month residency. During this last semester, many students worked part time for their residency employers which divided their attention between school and work projects. Students were also challenged with finding short-term leases.

Students now participate in a nine-month administrative residency after completing their didactic course work and return to campus for two weeks prior to starting full-time employment – with most students working for their residency employer.

The Torch Campaign supported students in the program by providing much-needed lodging for this two-week period of studying and testing. The campaign goal of \$9,000 was reached.

"Students were focused on preparing for and taking their oral examinations, which can be quite stressful. For the students not to have to worry about the lodging costs was a great blessing for them," Kim explained.

Alumni could participate in multiple giving levels that ranged from \$50 to fund a one-night's stay for one student to \$700 to underwrite two weeks of lodging per student.

Bridhi Shrestha, Class of 2021, who completed her residency at Mednax Services Inc. in Houston, appreciates those who gave to this worthwhile effort.

"Thank you so much for your time, consideration and support in launching the Class of 2021 to the next phase in our healthcare journeys," she said.

You can give to the Robbins Institute Development Fund through Baylor's Secure Online Giving site: <https://bbis.baylor.edu/give?id=49837&a=3&f=0344379>.

Solving real-world healthcare issues

Baylor Healthcare MBA students participate in virtual case competitions

Baylor University Healthcare MBA students have demonstrated their critical thinking abilities and understanding of the healthcare industry during case competitions hosted by various universities and professional organizations. These hard-working teams faced the challenge of overcoming adversity when some competitions shifted to virtual environments during this unprecedented year. Even so, the Baylor teams achieved several impressive wins.

Winning first place at Trinity University's Healthcare PRISM Pitch Competition in January 2021 were Austin Browning, Bridhi Shrestha and Matthew Stephens. Utilizing an entrepreneurial focus, the team tackled healthcare pricing transparency by engaging in a design-thinking and creative problem-solving framework.

The team of Ginnie Berg, Tanner Houston and Jackson Price won first place at the Business School Alliance of Healthcare Management (BAHM) Case Competition in March 2020. In the case competition, which transitioned quickly to a virtual presentation format,

the team addressed the topic: "Home and Community-Based Care Challenges – Expanding Precision Medical Care via Business-Based Technology."

Erika Griffin, Wardah Jeffery and Maria Morales Menendez were the second team from Baylor to reach the semi-final round at the University of Alabama at Birmingham (UAB) Health Administration Case Competition held in February 2020.

Reanna Gomez, Nissy Mycle and Lauren Sutton competed in the inaugural University of South Carolina Big Data Health Science Center Case Competition Feb. 7-9, 2020. The team developed analytical tools to mitigate human and financial costs in a catastrophic incident.

Representing Baylor at the National Association of Health Services Executives (NAHSE) Case Competition in October 2020 were Blessing Adeyemo, Katie Dyball and Esi Okore-Adjei. This group of second-year students also demonstrated how to solve a real-world healthcare scenario during their virtual presentation.

Congratulations to all of the teams who competed!



Tanner Houston, Ginnie Berg and Jackson Price were the first-place winners of the **Business School Alliance of Healthcare Management Case Competition**.



Nissy Mycle, Lauren Sutton and Reanna Gomez at the University of South Carolina **Big Data Health Science Center Case Competition**



Maria Morales Menendez, Erika Griffin and Wardah Jeffery reached the semi-final round of the University of Alabama at Birmingham (UAB) **Health Administration Case Competition**.

Update: Executive MBA Healthcare Program 10 professionals graduate; 15 begin program

Eight experienced professionals in Dallas and two in Austin graduated from the Robbins Institute Executive MBA (EMBA) Healthcare Program in May 2020. Their graduations bring the total number of EMBA Healthcare alumni to 96.

These purposeful graduates accomplished the program while working full time in their respective health-related enterprises. Now, they are equipped with advanced business and management skills to excel professionally

and help their organizations thrive in the healthcare environment.

Meanwhile, the Robbins Institute received 15 new students into the program in August 2020. As they continue supporting a wide range of health entities, they also are engrossed in developing the analytical framework and business disciplines through the EMBA Healthcare Program.

Meet the Members of the Class of 2022 EMBA Healthcare Cohort!

Joseph England
Sales Executive
Alight Solutions

Kyle Griffin
Regional Sales Executive
MacuLogix

John Hamilton
Medical Director
SCP Health (formerly Schumacher Clinical Partners)

Corey Johnson
Director of Marketing & Communications
Baylor University

Vanessa Kostroun
Quality Assurance Engineer
Integra LifeSciences

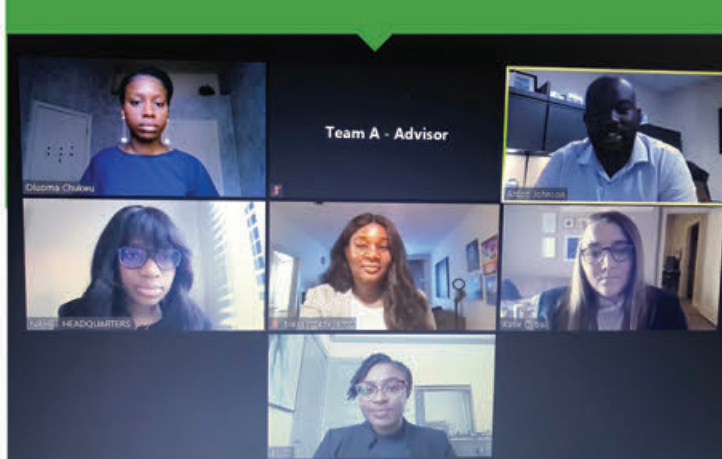
Varun Nagarajan
Physician
CareNow

Linu Samuel
Senior Staff Physician
Baylor Scott & White Health

Steve Widner
Owner & Dental Surgeon
Widner & Alford Oral and Maxillofacial Surgery

AUSTIN

Blessing Adeyemo (middle), Kate Dyball (far right second row) and Esi Okore-Adjei (bottom middle) participated in the virtual **National Association of Health Services Executives (NAHSE) Case Competition**.



(Clockwise from left) Cherise Bridgewater and Forest Kim with the first-place winners of Trinity University's **Healthcare PRISM Pitch Competition**: Bridhi Shrestha, Austin Browning and Matthew Stephens

Tolulope Biyi
Senior Clinical Research Associate
ICON plc

Ruth Adell
Physician
USMD Burleson

McLean Coble
Sales Representative
Stryker

Joshua Martak
Family Physician
HealthTexas Provider Network

Nigel Pereira
Physical Therapist
Urgent Home Health Inc.

Kishore Singirikonda
Inpatient Pharmacist
Parkland Hospital, Dallas County Hospital District

Josh Yax
Retail Sales Manager, East Texas
McKesson Corporation

DALLAS

Resilience in the face of adversity

Baylor's herculean efforts
safeguard campus



Baylor University took tremendous efforts to secure the health and well-being of people on campus as the COVID-19 virus pursued during the fall 2020 and spring 2021 semesters.

Baylor's robust response included 100% testing of all students, faculty and staff prior to starting the spring semester. Additionally, Baylor University Administration made wearing masks mandatory indoors and on-campus (if outside areas could not be social distanced).

Leaders also designated social-distanced classrooms and meeting spaces, provided on-campus weekly COVID-19 testing during the spring semester, and ensured the availability of isolation rooms. These were herculean efforts to meet students' desire for in-person classes.

"Faculty and staff were impressed with how Baylor responded to the pandemic by making a commitment to in-person instruction but doing so safely," said Forest Kim, director of the Robbins Institute Healthcare MBA Program. "The leadership reached out to student leaders who were here at the start of the pandemic and had transitioned to fully online instruction. They asked them if they would rather go hybrid, be virtual or come in person. The overwhelming majority said, 'Tell us what we need to do to be safe but we want in-person classes.' So, Baylor committed to in-person instruction and because of the actions and resources Baylor extended to do it safely, Robbins Healthcare MBA students benefited."

In contrast, Kim acknowledged, many other universities went to fully online instruction.

"When I talk with my colleagues who lead various programs, quite frankly, they are surprised we have in-person classes," he related. "We wouldn't be in the position of having in-person classes had it not been for the commitment and leadership of President Livingstone and the University Leadership."

Nevertheless, due to COVID-19's impact to our healthcare system, the Robbins Institute faced challenges with respect

to administrative residency placements for the Class of 2021. Understandably, several of the residency sites were grappling with the uncertainty of the COVID-19 virus, as well as its impact on staffing and finances. Despite these challenges, the Robbins Institute was able to place all 14 members of the Class of 2021. As with the global workforce, many students teleworked and experienced non-traditional workflows due to organizational efforts to limit in-person meetings.

One silver lining of COVID-19 was the expansion of the Robbins Institute Executive Leadership Speaker Series due to the use of virtual webinars and video conferencing technologies.

"We became comfortable navigating virtual technologies," Kim offered. "We had a speaker who was the program manager for the Army's rollout of the Moderna COVID-19 vaccine. He helped facilitate the development and distribution of the vaccine. He might not have been able to speak to us if he had to visit us in-person, but because we were comfortable using our conference meeting technologies, we could accommodate this speaker and many others."

Pictured from left clockwise are Preston New, Alexia Pahl, Tiara Bester, Matthew Stephens, Fallon Seitz, Austin Browning, Joseph Friedman, Dylan Hartsfield and Sabrina Tran.



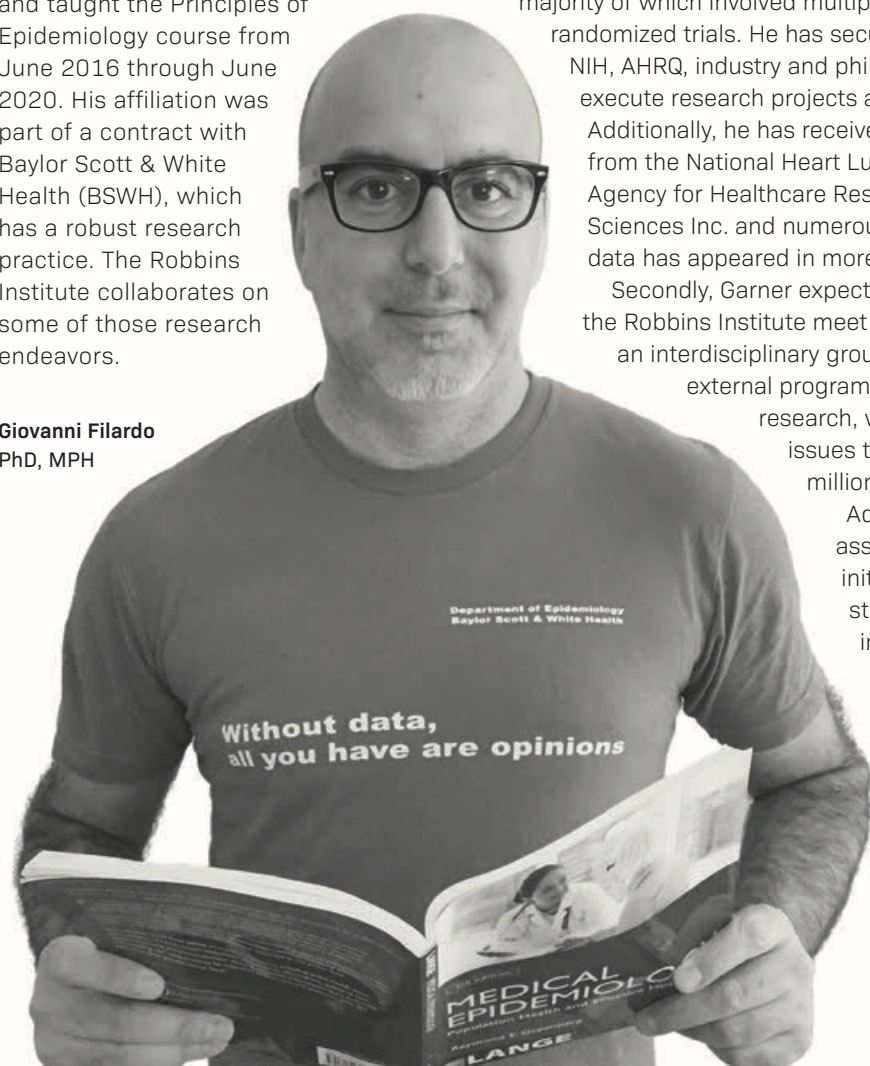
Filardo named Robbins Institute affiliate research professor

The Robbins Institute for Health Policy and Leadership has conferred affiliate faculty status on Giovanni Filardo, PhD, MPH.

Filardo received his PhD in Epidemiology with a concentration in Chronic Disease Epidemiology (emphasis in Cardiovascular Epidemiology) from Yale University and his master's degree in Public Health (Epidemiology) from Emory University.

Supporting the Robbins Institute Health Services Research PhD Program, Filardo served as a clinical professor and taught the Principles of Epidemiology course from June 2016 through June 2020. His affiliation was part of a contract with Baylor Scott & White Health (BSWH), which has a robust research practice. The Robbins Institute collaborates on some of those research endeavors.

Giovanni Filardo
PhD, MPH



"As a research institute with impressive works, we are delighted to continue our relationship with Dr. Filardo, who is an esteemed epidemiology researcher," commented Scott Garner, FACHE, Robbins Institute Administrative director.

"Dr. Filardo's continued affiliation and vast research experience will advance our mission in health services research."

Scott Garner
FACHE, Administrative director, Robbins Institute

Filardo's continued affiliation will benefit the Robbins Institute and Baylor University in several ways, according to Garner. First of all, Filardo has vast research experience. He is a National Institutes for Health (NIH)- and Agency for Health Research and Quality (AHRQ)-funded, principal investigator with more than 15 years of experience in the field of

epidemiology, health services research and comparative effectiveness. In these roles, he has led in excess of 150 research projects, the majority of which involved multiple sites/centers, including several randomized trials. He has secured more than \$35 million in NIH, AHRQ, industry and philanthropic grants to develop and execute research projects aimed at healthcare improvements. Additionally, he has received cardiovascular research grants from the National Heart Lung Blood Institute (NHLBI), the Agency for Healthcare Research, companies such as Gilead Sciences Inc. and numerous other entities. His research data has appeared in more than 130 manuscripts.

Secondly, Garner expects Filardo's affiliation to help the Robbins Institute meet its mission of engaging an interdisciplinary group of scholars in teaching, external programming and health services research, while expanding research on issues that may potentially impact millions of people worldwide.

Additionally, Filardo's continued association will support the health initiative portion of Baylor's academic strategic plan, illuminate, with increased emphasis on scholarly research. "We're excited to continue our relationship with Dr. Filardo under this new affiliate status and look forward to adding others in the future," Garner concluded.

Latest Published Research Works

The following is a list of publications from Robbins Institute researchers.

1. Barnes H, Marsolf G, McHugh M, Richards MR. (2020) "Vertical Integration and Physician Practice Labor Composition," online ahead of print, *Medical Care Research and Review*.
2. da Graca B, Fleming NS, Ballard DJ. "Improving the Efficiency of Care" in *The Patient and Health Care System: Perspectives on High-Quality Care*, editors: Sreeramoju PV WS, Snyder AA, Kirk LM, Reed WG, Hardy-Decuir BA., ed. Cham, Switzerland: Springer Nature; 2020.
3. Filardo G, Pollock BD, da Graca B, Sass DM, Phan TK, Montenegro DE, Ailawadi G, Thourani V, Damiano RJ. (2020) "Lower Survival After Coronary Artery Bypass in Patients Who Had Atrial Fibrillation Missed by Widely Used Definitions," *Mayo Clinic Proc Innov Qual Outcomes*, 2020 Dec 10;4(6):630-637.
4. Filardo G, Pollock BD, da Graca B, Damiano RJ, Ailawadi G, Thourani V, Edgerton JR. "Postcoronary Artery Bypass Graft Atrial Fibrillation Event Count and Survival: Differences by Sex," *The Annals of Thoracic Surgery*, 2020 May 109(5), 1362-1369.
5. Filardo G, da Graca B, Sass DM, Hamilton JS, Pollock BD, Edgerton JR. "Preoperative B-Blockers as a Coronary Surgery Quality Metric: The Lack of Evidence of Efficacy." *The Annals of Thoracic Surgery*, Ann Thorac Surg., 2020 Apr;109(4):1150-1158.
6. Filardo G, Ailawadi G, Pollock BD, da Graca B, Phan TK, Thourani V, Damiano RJ Jr. "Postoperative Atrial Fibrillation: Sex-Specific Characteristics and Effect on Survival." *J Thorac Cardiovasc Surg.*, 2020 Apr;159(4):1419-1425.e1.
7. Graves JA, Nshuti L, Everson J, Richards MR, Buntin M, Nikpay S, Zhou Z, Polsky D. (2020) "Breadth and Exclusivity of Hospital and Physician Networks in U.S. Insurance Markets," *JAMA Network Open*, 3(12) doi:10.1001/jamanetworkopen.2020.29419.
8. Hebel KR, Filardo G, DiMaio JM. "Serum Albumin and 1-Year Mortality in Patients With Transcatheter Aortic Valve Replacement Therapy Reply. KR Hebel. *The Annals of Thoracic Surgery*, 2020 Apr;109(4):1305-1305.
9. Kim FS, Bonica M, Johnson LM, Swift D, Beauvais BM, Mangelsdorff AD. (accepted). "'Throw You to the Wolves' and Other Strategies for Developing the Interpersonal Skills of Recent Entrants to Healthcare Management: A Mixed Methods Study," *The Journal of Health Administration Education*.
10. Lin H, McCarthy I, Richards MR. (2021) "Hospital Pricing Following Integration With Physician Practices," available online ahead of print (in press), *Journal of Health Economics*.
11. Liu D, Burston B, Kim FS.(accepted). "Helping Healthcare Administration Students Develop the Appropriate Skills to Identify, Measure, and Manage Disparities in Long-Term Services and Supports," *The Journal of Health Administration Education*.
12. Munnich E, Richards MR. (2020) "Treatment Flows After Outsourcing Public Insurance Provision: Evidence From Florida Medicaid," *Health Economics*, 29(11): 1343-1363.
13. Patrick SW, Richards MR, Dupont WD, McNeer E, Buntin MB, et. al. (2020) "Association of Pregnancy and Insurance Status with Treatment Access for Opioid Use Disorder," *JAMA Network Open*, 3(8) doi:10.1001/jamanetworkopen.2020.13456.
14. Potluri SP, Hamandi M, Basra SS, Shinn KV, Tabachnick D, Vasudevan A, Filardo G, DiMaio JM, Brinkman WT, Harrington K, Squiers JJ, Szerlip MI, Brown DL, Holper E, Mack MJ. "Comparison of Frequency of Vascular Complications With Ultrasound-Guided Versus Fluoroscopic Roadmap-Guided Femoral Arterial Access in Patients Who Underwent Transcatheter Aortic Valve Implantation," *American Journal of Cardiology*, 2020 Oct 1;132:93-99.
15. Richards MR, DS Tello-Trillo. (2021) "Private Coverage Mandates, Business Cycles and Provider Treatment Intensity," available online ahead of print, *Health Economics*.
16. Richards MR, Seward J, Whaley C. (2021) "Removing Medicare's Outpatient Ban and Medicare and Private Surgical Trends," *American Journal of Managed Care*, 27(3): 104-108.
17. Squiers J, Baumgarten H, Filardo G, Sass D, Pollock B, Edgerton J, Marcel R, DiMaio MJ, Smith RL. "Prospective Evaluation of a Blood Transfusion Protocol for Patients Undergoing Cardiac Surgery," *The Annals of Thoracic Surgery*, 2020 Jul;110(1):144-151.
18. Ulug P, Powell JT, Martinez MA, Ballard DJ, Filardo G. "Surgery for Small Asymptomatic Abdominal Aortic Aneurysms," *Cochrane Database of Systemic Reviews*, 2020 Jul 1;7(7):CD001835.
19. Whaley C, Zhao X, Richards MR, Damberg C. (2021) "Higher Medicare Spending on Imaging and Lab Services After Vertical Integration," forthcoming in *Health Affairs*.
20. Whaley C, Dankert C, Richards MR, Bravata DM. (2021) "An Employer-Provider Direct Payment Program is Associated With Lower Episode Costs," *Health Affairs*, 40(3): 445-452.

“The purpose of the Executive Leadership Speaker Series is to help develop and encourage future leaders by exposing them to different leadership perspectives and styles from past and current trailblazers throughout the healthcare ecosystem. Our diverse speakers, who come from the public and private sectors, share their experiences to highlight the role leadership plays in the rapidly changing healthcare environment. Through dialogue and facilitated discussions, our students learn how to lead effectively through change. A key emphasis of the Executive Leadership Speaker Series is servant leadership. We are appreciative to all of the speakers who shared topics of relevancy to our students during the 2020/2021 academic year.”

Joel Allison
Robbins Institute for Health Policy & Leadership senior advisor and former CEO of Baylor Scott & White Health

OCTOBER 2020

- 9 Stephan Rodgers**
Chief Executive Officer
AccentCare, Dallas, Texas
- Katy Black, MBA**
Vice President and Chief of Staff
AccentCare, Dallas, Texas
- Greg Miller**
Senior Vice President–Human Resources
AccentCare, Dallas, Texas
“Home Healthcare”
- 16 Lance Spivey, MBA CPA**
President & Co-Founder
Catalyst Health Network, McKinney, Texas
- Christopher Crow, MD, MBA**
Chief Executive Officer & Co-Founder
Catalyst Health Network, McKinney, Texas
“Independent Healthcare Physician Practice Networks and Reimbursement Methods”
- 30 Michael Attas, MDiv, MD**
Retired Chief of Cardiology
Hillcrest Baptist Medical Center, Waco, Texas
“Medical Humanities”

NOVEMBER

- 13 Laura Irvine, MHA**
Executive Vice President & Chief Integrated Delivery Network (IDN) Officer
Baylor Scott & White Health, Southlake, Texas
“Executive Healthcare Leadership”

JANUARY 2021

- 22 John Anderson, MD, FACS**
Senior Physician/Executive Coach
MEDI Leadership (a division of NAVVIS), Waco, Texas
“Physician Leadership”
- 26 Chase Ogden, MBA (Class of 2011)**
Associate Vice President-Finance/Community Hospitals
Memorial Hermann Healthcare System, Houston, Texas
“Budgeting and Financial Planning”
- 29 Jeanna Adler, MBA**
Vice President-Finance
Ascension Providence Healthcare Network, Waco, Texas
- Mai Goss, MHA, FHFMA**
Director-Charge Capture
Texas Health Resources, Arlington, Texas
- Natalie Erchinger**
System Director-Government Finance
Baylor Scott & White Health, Temple, Texas

- Justin Flores, MBA, CHFP**
Government Financial Advisor
Baylor Scott & White Health, Temple, Texas
“Healthcare Financial Management Association Panel Discussion”

FEBRUARY

- 3 Reece Fitzgerald, MBA (Class of 2014)**
Director-Revenue Integrity
Baylor Scott & White Health, Dallas, Texas
- Kate Johnston, MBA**
Director-Pricing Strategy & Analytics
Baylor Scott & White Health, Dallas, Texas
“Revenue Cycle Management, Chargemaster Integrity and Pricing”
- 8 Brian Elisco, MBA, FACHE (Class of 2011)**
CEO-Arizona Group & CEO-Abrazo Arrowhead Hospital
Abrazo Arrowhead Hospital at Tenet Healthcare, Phoenix, Arizona
“Role and Challenges of the Healthcare CFO”
- 11 Mark Grace, MDiv**
Chief Mission & Ministry Officer
Baylor Scott & White Health, Dallas, Texas
“Spirituality in Healthcare Systems”

- 12 Mark Rountree, MAcc/Tax**
Partner
Ernst & Young LLP, Dallas, Texas
“Transactions and Tackling a Taboo – The 3Ts of Healthcare Today”
- 22 Kelsey Crawford, MBA (Class of 2015)**
Financial Advisor
Baylor Scott & White Health, Dallas, Texas
“Service Line Development”
- 25 Paul Klotman, MD**
President
Baylor College of Medicine, Houston, Texas
“Academic Medical Centers”

MARCH

- 3 Justin Pond, MBA (Class of 2015)**
Vice President-Hospital Operations
Baylor Scott & White Health, Waxahachie, Texas
“Service Line Development, Pro Forms, Dashboards, KPIs”
- 4 Jason Reinhardt, MBA (Class of 2007)**
Vice President-Operations
Concentra-South Central Region, Addison, Texas
“Medical Practice Operations and Physician Compensation”
- 5 Nikki Mitchell, BA**
Senior Vice President, Marketing and Communications
Baylor Scott & White Health, Dallas, Texas
“Marketing in Healthcare”
- 11 Charles Williams, MBA, MOT, FACHE**
President
Baylor Scott & White Health-Hillcrest, Waco, Texas
“Executive Healthcare Leadership”

- 12 Victor Suarez, MS, CMRP**
U.S. Army Colonel
Program Manager-Federal COVID-19 Operation Vaccine (formerly Operation Warp Speed), Moderna Product Coordination Team, Frederick, Maryland
“COVID-19 Moderna Product Deployment”
- 16 Darrell Leggett, MBA (Class of 2019)**
Practice Manager
Hospital Corporation of America (HCA)/Austin Spine, Austin, Texas
“Preparing for the Monthly Operating Review (MOR); Analyzing Data and Financials”

- 17 Thomas Haines, MHA, LFACHE**
Retired U.S. Air Force Colonel
Retired Robbins Institute Healthcare MBA Program Director, Waco, Texas
“Servant Leadership and Healthcare Finance”
- 18 Lauren Barron, MD**
Director of Medical Humanities Program
Baylor University, Waco, Texas
“Socioeconomic, Multicultural Diversity Issues in Healthcare”
- 26 Brett Lee, MS, MBA**
President
Texas Health Frisco, Frisco, Texas
“Opening a Hospital During a Pandemic”
- 30 Maria Morales Menendez, MBA (Class of 2020)**
Associate Administrator
Delray Medical Center, Delray Beach, Florida
“Labor Productivity”
- 31 Nico Nguyen, MBA (Class of 2018)**
Director of Population Health
CHRISTUS Health System, Irving, Texas
“Population Health and Finance”

APRIL

- 1 Rodney Rueter**
President/CEO
Lutheran Sunset Ministries, Clifton, Texas
- Lance Allen, MS, LNFA**
Administrator
Lutheran Sunset Ministries, Clifton, Texas
“Long-Term Care Systems and the Pandemic”
- 9 Laura Irvine, MHA**
Executive Vice President & Chief Integrated Delivery Network (IDN) Officer
Baylor Scott & White Health, Southlake, Texas
- Nick Reddy, EMBA**
Chief Digital Officer
Baylor Scott & White Health, Dallas, Texas
“Impact of Digital Services in Healthcare”
- 13 Quint Studer, MS**
Founder
Studer Group/Studer Community Institute, Pensacola, Florida
“Executive Healthcare Leadership”
- 14 Sarah Netherton, MBA (Class of 2014)**
Director, Revenue Cycle Support Services
Baylor Scott & White Health, Dallas, Texas
“Patient Access; Operations, Regulations and Financial Implications”
- 22 Corwin Harper, MHA, FACHE**
Senior Vice President/Area Manager-Napa/Solano Area
Kaiser Permanente-Modesto Medical Center, Stockton, California
“Executive Healthcare Leadership”



Baylor University

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