



BLAZING a BRIGHTER FUTURE

for Healthcare Leadership

Robbins Institute
for Health Policy and Leadership

2021 • 2022 • 2023 Stakeholder's Report



The Future of the Robbins Institute Is Blazing Brightly



A LETTER FROM THE
EXECUTIVE DIRECTOR

Forest S. Kim, PhD, FACHE
EXECUTIVE DIRECTOR,
ROBBINS INSTITUTE FOR HEALTH
POLICY AND LEADERSHIP

To our stakeholders,

There is a time for everything, and a season for every activity under the heavens...

Ecclesiastes 3:1

Change has always been a part of the Robbins Institute. Building upon the success of the Robbins Healthcare MBA for more than nine years, the Robbins Institute was established in May 2011. Since then, the Institute has undergone numerous changes in priorities, personnel and program offerings. Yet, our purpose has always remained the same. Centered on a Christian foundation, ***the Robbins Institute is dedicated to academic excellence, intellectual activity, servant leadership and meaningful engagement in healthcare.***

This *Stakeholder's Report* looks back on major events, activities and accomplishments of the Institute over the past three years. I want to draw your attention first to the passing of Bill Robbins (p. 12) who went to be with our Lord on April 13, 2023. Bill Robbins was a beloved friend and benefactor to the Robbins Institute for Health Policy and Leadership and the Robbins MBA in Healthcare Administration, both named in the honor of Bill and his wife, Mary Jo. He engaged with us annually at Advisory Council meetings, the Bible Reception, the MBA Hooding Ceremony and at alumni events in Houston and Dallas. A special occasion for Bill was the annual Robbins Case Competition where he engaged in lively discussions with students from the top health management programs in the country. Those who knew him will always recount his love for Jesus and family, zeal for life and passion for ice cream. Though we mourn his loss, we are so grateful for the time we had with him and his generosity to us in time, energy and resources. The Robbins Institute is blessed to continue his legacy and to contribute to the mission of the Robbins Foundation to tell the world about Jesus, educate and heal the sick.

In this *Report*, we are proud to share recent enhancements to the Institute such as the addition of a global health immersion (p. 10), two new administrative residency sites (p. 8) and the achievement of full accreditation status for our Pre-Clinical Track (p. 6). Our *Report* also highlights the work of our amazing students (p. 17) and faculty (p. 20).

I would also like to take this opportunity to share several recent changes to the Robbins Institute and plans for our future growth.

New Executive Director

From its start, the Robbins Institute was led by an academic director and an administrative director. To streamline the leadership structure, Sandeep Mazumder, the William E. Crenshaw Endowed Dean of the

Hankamer School of Business, recently combined both positions into a single role of executive director. Dean Mazumder asked me to fill this role. **Scott Garner**, who previously served as administrative director of the Robbins Institute, will return to his first love and co-direct the Robbins Healthcare MBA with me.

New Research Director

To elevate the research arm of the Institute, Dean Mazumder created a new research director position. The research director will oversee the research endeavors and allocation of research funds for the Institute. We will conduct a nationwide search to fill this position.

Move to Dean's Suite

Since its inception, the Institute has resided within the Department of Economics. Although this link has been fruitful to date, to elevate the work of the Robbins Institute within the Hankamer School of Business, Dean Mazumder moved the Institute on the Business School's organizational chart from the Department of Economics to under the Dean's Suite with the executive director reporting directly to the dean. We are thankful for the years of partnership with the Department of Economics and are excited to develop new ways to collaborate.

I want to give special thanks to **Dean Sandeep Mazumder**, **Scott Garner**, **Jim Henderson**, **Patsy Norman** and **Michael Richards** for their support and assistance in these reorganization efforts.

**“CENTERED ON A CHRISTIAN FOUNDATION,
THE ROBBINS INSTITUTE IS DEDICATED TO
ACADEMIC EXCELLENCE, INTELLECTUAL ACTIVITY,
SERVANT LEADERSHIP AND MEANINGFUL
ENGAGEMENT IN HEALTHCARE.”**

Endowment Campaign

Lastly, to ensure the important work of the Robbins Institute continues in the future, I am excited to announce the launch of the Robbins Institute Endowment Campaign with a fundraising goal of \$20 million. Led by Dean Mazumder, coordinated by **Trey Hagins**, managing director of Development at the Hankamer School of Business, and advised by **Ken Hall**, Robbins Institute Advisory Council member and Baylor's former senior vice president for Development, the campaign will serve to secure funding for the Institute in perpetuity. Specific funding goals include an endowed chair, faculty research endowed fund, an endowed professorship, as well as endowed funds for residency support and alumni engagement.

More work is needed to better enable the Robbins Institute to serve as an interdisciplinary foundation for all healthcare-related initiatives in the Hankamer School of Business. But with the recent and planned changes, our commitment to our purpose, and our ultimate faith and hope in Christ, I remain confident that the future of the Robbins Institute is bright.

Best,
Forest

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Making Their Mark

Robbins healthcare graduates take positions in 22 different organizations

The Classes of 2021 and 2022 have taken the next steps in their careers, acquiring full-time positions in various organizations.

Upon their graduation, the number of Robbins Healthcare MBA Program alumni grew to 217.

The majority of the class members are employed in Texas; however, some graduates are working in Arizona, Arkansas, Kansas, Louisiana, Massachusetts and Missouri.

Robbins alumni are on the front lines serving hospitals, companies, health systems, state government and communities. We commend the Classes of 2021 and 2022 and extend our hope for success and fulfillment in their careers.

WHAT THEY'RE DOING

- Administrative Assistant
- Administrative Project Manager
- Administrative Resident
- Administrative Specialist
- Ambulatory Project Manager
- Associate Consultant
- Associate Counsel
- Business Analyst
- Business Analytics and Planning Manager
- Business Performance Analyst
- Business Strategist
- Business Systems and Operations Manager
- Market Insights Analyst
- Network Analyst
- Network Development Manager
- Practice Administrator
- Practice Manager
- Project Coordinator
- Research Operations Associate
- Revenue Cycle Improvement Consultant

WHERE THEY ARE

ARIZONA

Quorum Health *Tucson*

Abrazo Health *Phoenix*

ARKANSAS

Northwest Health System *Bentonville*

KANSAS

ValueHealth *Leawood*

LOUISIANA

Children's Hospital of New Orleans *New Orleans*

MASSACHUSETTS

Massachusetts General Hospital *Boston*

MISSOURI

HCA Healthcare MidAmerica Division *Kansas City*

TEXAS

AccentCare *Dallas*

alliantgroup *Houston*

Ascension Providence *Waco*

Baptist Health System *San Antonio*

Baylor College of Medicine *Houston*

Baylor Scott & White Health *College Station*

Catalyst Health Network *Plano*

Equality Health *Fort Worth*

First Command Financial Services *Schertz*

HCA Healthcare *Dallas*

HCA Healthcare Physicians Services Group *Austin*

Healthcare Associates of Texas *Richardson*

Pediatrix Medical Group (formerly Mednax) *Houston*

Texas Children's Hospital *Houston*

Texas Health and Human Services Office of Inspector General *Austin*

Class of 2021



Blessing Adeyemo

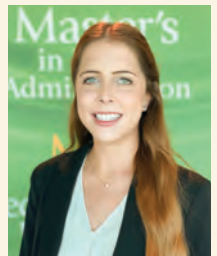


Preston New

Class of 2022



Cody Andersen



Allison Grimes



Jack Stutz



Tiara Bester



Austin Browning



Sharon Civil



Katie Dyball



Joseph Friedman



Dylan Hartsfield



Esi Okore-Adjei



Alex Pahl



Fallon Seitz



Bridhi Shrestha



Matthew Stephens



Sabrina Tran



Josh Baldobinos



Boozaziel Chavez



Bianca Clyde



Rasheeda Daugherty



Liam Ferreira



Funke Giwa



Kristen Koehler



Megan Peterson



Megha Rawat



Rowan Sankar



Joey Sauser



Macy Scott



Melissa Van De Hey



Nick von Waaden



Chris Wainerdi



Kayla Wilson

HIGH MARKS

The numbers below illustrate the resolve and resilience of Robbins Institute graduates supported by forward-thinking staff and faculty. The statistics underscore the fact that healthcare organizations across the U.S. recognize the educational excellence of the Robbins Healthcare MBA Program. Increases are noted with an arrow.

\$72,415 ↑

Average Starting Salary

91%

**Employment
90 Days After
Graduation**

100%

**Employment
180 Days After
Graduation**

310

***Average
GRE Score**

659

***Average ↑
GMAT Score**

510

***Average
MCAT Score**

21

***Average ↑
Class Size**

* Data from last three entering classes (2020, 2021, 2022)

Achieving Another Milestone

Healthcare MBA PCT graduates accepted to medical school

Developed in collaboration with Baylor University's Pre-Health Studies Office, the Robbins Healthcare MBA Specialization: Pre-Clinical Track (PCT) comprises a 54-semester-hour curriculum that students can complete in one year. The curriculum targets students who want to become physicians, dentists, veterinarians, physical therapists, nurse practitioners or other advanced clinical professionals.

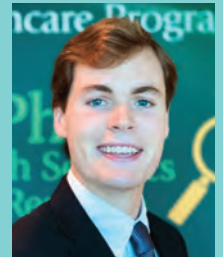
In 2022, the PCT received full accreditation status as a track of the Robbins Healthcare MBA by the Commission on the Accreditation of Health Management Education (CAHME).

Congratulations to the following graduates who completed the curriculum and entered medical school to further their career goals.

Class of 2022



Wesley Arnold
University of Texas
Long School of Medicine
(San Antonio, Texas)



Joseph Spear
University of Oklahoma
Medical School
(Oklahoma City, Oklahoma)

Class of 2023



Sher Isada
Dell Medical School
(Austin, Texas)



Cody Olson
University of Texas
Southwestern Medical
Center (Dallas, Texas)



Lohith Satish
Edward Via College of
Osteopathic Medicine
(Monroe, Louisiana)



Pranav Sreekumar
Saint Louis University
School of Medicine
(St. Louis, Missouri)



Abel Thomas
University of Texas
Southwestern Medical
Center (Dallas, Texas)



Raylee Warren
The University of Texas at
Tyler School of Medicine
(Tyler, Texas)

Exhibiting Leadership Potential

Class of 2023 gains administrative residencies

To complete the requirements of the Robbins Healthcare MBA Program, the Class of 2023 received administrative residencies at various healthcare entities. In these positions, they observed operations, completed assigned projects, honed their leadership skills and applied academic theory to real-life situations. These unique opportunities provided comprehensive development for leadership and service. We extend our best wishes to these 18 candidates as they continue making inroads in the healthcare field.



Mark Barrera
HOMETOWN: Robinson, Texas
DEGREE: BBA, Finance, MBA, Systems Acquisition Management, Naval Postgraduate School
RESIDENCY: Tenet Healthcare, Tucson, Arizona



Briana Cahill
HOMETOWN: Highlands Ranch, Colorado
DEGREE: BBA, Business Fellows, Baylor University
RESIDENCY: Catalyst Health Network, Dallas, Texas



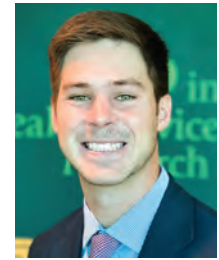
James Cooper
HOMETOWN: Coquille, Oregon
DEGREE: BS, Business Administration/Finance, University of Oregon
RESIDENCY: Tenet Healthcare, Dallas, Texas



Stephanie Dodgen
HOMETOWN: Spring, Texas
DEGREE: BS, Biology/BA, Music, Southern Methodist University
RESIDENCY: Tenet Healthcare, Delray Beach, Florida



Caleb Gerard
HOMETOWN: Seattle, Washington
DEGREE: BBA, Human Resources Management, Baylor University
RESIDENCY: Tenet Healthcare, Phoenix, Arizona



Riley Griffin
HOMETOWN: Beach City, Texas
DEGREE: BBA, Marketing, East Texas Baptist University
RESIDENCY: Ascension Providence, Waco, Texas



Katherine Griffith
HOMETOWN: Houston, Texas
DEGREE: BMA, Percussion, University of Michigan; BS, Industrial & Systems Engineering, University of Florida
RESIDENCY: Baylor College of Medicine, Houston, Texas



Isabella Ip
HOMETOWN: Coppell, Texas
DEGREE: BBA, Business Fellows/Economics/Biology, Baylor University
RESIDENCY: Kaiser Permanente, Pasadena, California



Sarah Jeon
HOMETOWN: Suwanee, Georgia
DEGREE: BS, Biology, Baylor University
RESIDENCY: HCA Healthcare, Austin, Texas



Mariah Lee
HOMETOWN: Elizabeth, Colorado
DEGREE: BA, Medical Humanities, Baylor University
RESIDENCY: AccentCare, Dallas, Texas



Madison Lewis
HOMETOWN: Rocklin, California
DEGREE: BS, Health Science Studies, Baylor University
RESIDENCY: AccentCare, Dallas, Texas



Hope Loveday
HOMETOWN: Katy, Texas
DEGREE: BBA, Management, Baylor University
RESIDENCY: Mount Sinai Morningside Hospital, New York, New York



Joshua Mc Lean
HOMETOWN: Rosenberg, Texas
DEGREE: BS, Biology, Baylor University
RESIDENCY: Baylor Scott & White Health-Hillcrest, Waco, Texas



Summer Nguyen
HOMETOWN: Dallas, Texas
DEGREE: BS, Neuroscience, Baylor University
RESIDENCY: Catalyst Health Network, Dallas, Texas



Carlo Pangilinan
HOMETOWN: Houston, Texas
DEGREE: BS, Chemistry, Baylor University
RESIDENCY: HCA Healthcare, Houston, Texas



Carly Snead
HOMETOWN: Waco, Texas
DEGREE: BA, Medical Humanities, Baylor University
RESIDENCY: Apex Health, Houston, Texas



Katherine Swain
HOMETOWN: West Jordan, Utah
DEGREE: BS, Kinesiology, University of Utah
RESIDENCY: Equality Health, Dallas, Texas



Cholan Wijekumar
HOMETOWN: Magnolia, Texas
DEGREE: BS, Chemistry, University of Miami; MS, Biomedical Sciences, Texas A&M University
RESIDENCY: Tenet Healthcare, San Antonio, Texas

Administrative Residency Sites Grow

Two healthcare providers join Robbins roster

The Robbins Healthcare MBA added two leading healthcare providers to its administrative residency partnerships. Joining as residency sites are Kaiser Permanente, a healthcare organization headquartered in Oakland, California, and Mount Sinai Morningside Hospital in New York City.

Founded in 1945 and serving 12.6 million people through a vast network of more than 220,000 employees, Kaiser Permanente offers an exceptional opportunity for students to gain valuable experience in the healthcare industry. The Mount Sinai Hospital, created in 1852, has earned international acclaim for clinical care excellence. Robbins Healthcare MBA students will learn from some of the most accomplished healthcare professionals at one of the nation's most respected hospitals.

The preceptor for Kaiser Permanente, Angel Vargas, brings a wealth of experience to the Robbins residency program. As vice president of Care at Home for Kaiser Permanente-Southern California and Hawaii, he possesses 17 years of public and private sector healthcare leadership and a deep understanding of the industry's complex landscape. Vargas received an undergraduate degree from Purdue University, as well as an MBA and master's in Health Administration from Baylor University.

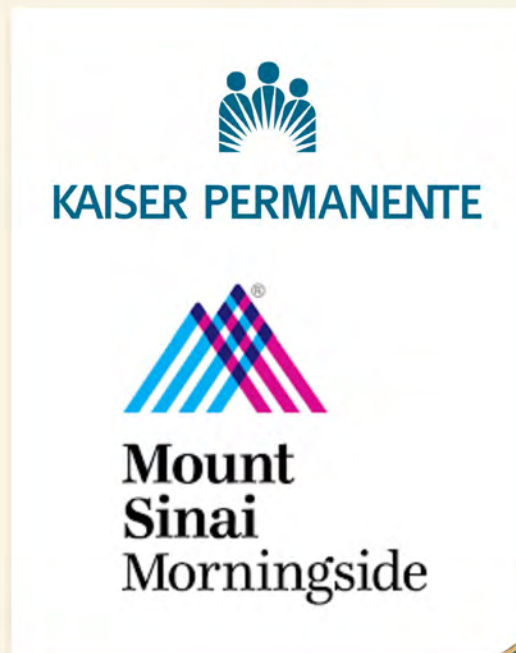
Serving as preceptors at Mount Sinai Morningside Hospital are Jill Huck, vice president of Business and Strategy, and Maytal Rand, director of Operations. Both executives have broad expertise in a number of areas. Huck leads strategic planning efforts, collaborates with clinical and administrative leadership to drive performance improvement and oversees the hospital's business development and marketing initiatives.

Huck's extensive education includes a Bachelor of Science in Occupational Therapy from Boston College, a master's in Public Administration from New York University and a Strategic Healthcare Leadership Certificate from Cornell University.

Rand oversees a wide range of clinical and administrative functions at The Mount Sinai Hospital. Her career has spanned leadership roles at AVIA Healthcare Solutions, Columbia University and the New York City Department of Health and Mental Hygiene.

She holds a Bachelor of Science degree in Public Health from Rutgers University, a master's in Public Health from the Hebrew University of Jerusalem and a master's in Healthcare Administration from Columbia University.

"We are thrilled to partner with these respected organizations and their preceptors. We look forward to the valuable insights and opportunities their programs will provide for our students," Scott Garner, co-director of the Robbins Healthcare MBA, said.



Mount Sinai Morningside Hospital
New York, New York

Largest Class Enters Robbins Healthcare MBA Program

At 24 members strong, the Class of 2023/2024 is the largest ever to undertake the Robbins Healthcare MBA. Their entrance underscores the growth and popularity of the program, which provides exemplary training and education to gain competence in health management.

Six students in the class studied the Healthcare Administration Specialization—Pre-Clinical Track. They will graduate in August 2023 and then head to medical school. (Please see **“Achieving Another Milestone”** on p. 6.)

Knowledgeable, highly skilled healthcare leaders continue to be in high demand. We are delighted that these candidates chose to develop as health leaders in our program, and we anticipate outstanding achievements from them in the future.



Adam Bailey
HOMETOWN: McKinney, Texas
DEGREE: BS, Biology, Baylor University



John Beard
HOMETOWN: Frisco, Texas
DEGREE: BBA, Business Fellows/Finance, Baylor University



Janie Bila
HOMETOWN: Fort Worth, Texas
DEGREE: BA, University Scholars, Baylor University



Ashley Dao
HOMETOWN: Houston, Texas
DEGREE: BS, Liberal Studies, University of Houston



Garrett Darden
HOMETOWN: Arlington, Texas
DEGREE: BS, Biology, Baylor University



Steven Davis
HOMETOWN: Bixby, Oklahoma
DEGREE: BS, Public Health, Baylor University



Emma Funk
HOMETOWN: Pass Christian, Mississippi
DEGREE: BS, Business Administration/Spanish, Trinity University



Sebastian Granada Cohen
HOMETOWN: Austin, Texas
DEGREE: BS, Biology, University of Texas



Kaci Hurks
HOMETOWN: Mason, Ohio
DEGREE: BS, Neuroscience, University of Kentucky



Andrew Klierer
HOMETOWN: Tulsa, Oklahoma
DEGREE: BA, Medical Humanities, Baylor University



Marie Louise Livanec
HOMETOWN: Galveston, Texas
DEGREE: BBA, Business Fellows/Economics/Management, Baylor University



Brandon Nicotri
HOMETOWN: Mandeville, Louisiana
DEGREE: BS, Health Science Studies, Baylor University



Abdiel Nunez
HOMETOWN: Fort Worth, Texas
DEGREE: BS, Public Health, University of Texas at Arlington



Sneha Pallipuram
HOMETOWN: Plano, Texas
DEGREE: BS, Public Health, University of Texas



Mason Roberts
HOMETOWN: Kerrville, Texas
DEGREE: BS, Business Administration, Trinity University



Alexis Rocha
HOMETOWN: Mansfield, Texas
DEGREE: BA, Political Science, Baylor University



Delaney Van Horn
HOMETOWN: El Cajon, California
DEGREE: BS, Biology, Baylor University



Daniela Zirkle
HOMETOWN: Carlsbad, California
DEGREE: BA, Sociology, Baylor University

Robbins Healthcare MBA Goes Global

Students explore Costa Rica's healthcare system, culture

Students and faculty members in the Robbins Healthcare MBA Program examined Costa Rica's healthcare system during the program's first global health immersion Oct. 15-20, 2022. The entire MBA cohort of 46 students and four faculty members journeyed to San José to explore the country's public, private and governmental healthcare services, along with its social, economic and environmental sectors.

"It was a broadening experience for our students and faculty," Forest Kim, executive director of the Robbins Institute for Health Policy and Leadership and clinical associate professor, said.

In addition to Kim, faculty members who joined the trip included Dawn Carlson, director of the McBride Center of International Business; Patsy Norman, associate dean of Graduate Programs; and Scot Sanders, assistant director of Admissions, MBA Program.

Alexis Rocha, a member of the Healthcare MBA class, said, "The Costa Rica trip provided the opportunity to understand and apply broad concepts presented in class to a real-world setting. The ability to see first-hand how policy changes, culture and a duality healthcare system impact more than just a small aspect of people's lives was insightful."

Exploring a different way of delivering healthcare

The group visited a private acute care facility, Hospital CIMA; Medtronic's Costa Rica manufacturing facility; and a frontline community clinic that provides health services for the Costa Rican Social Security Fund. During these tours, the students noted healthcare best practices that potentially could be applied in the United States.

"I had the chance to experience healthcare in a way I never would have without the MBA Program," Adam Bailey of the Class of 2024 said. "My biggest takeaway was seeing how happy the people were with their healthcare system, despite it being so different from the United States."

Emma Funk, a Class of 2024 member, also gained valuable insight about Costa Rican medical services. "It left me motivated to find ways to improve our own healthcare delivery to better our communities," she added.

Another high point of the trip was attending a lecture by Alvaro Salas, known as the father of the Costa Rican healthcare system. Prior to traveling to Costa Rica, the students were assigned to read an article written by Atul Gawande that described the system. Salas was the main interviewee in the article.

"After reading about his life's work and impact, it was an amazing opportunity for students to meet and learn from Dr. Salas," Kim said. He also credits Andrea Prado, associate professor of Management and Organizations at INCAE Business School, for hosting Robbins Healthcare MBA students and coordinating important portions of the global health immersion, including Salas' lecture.

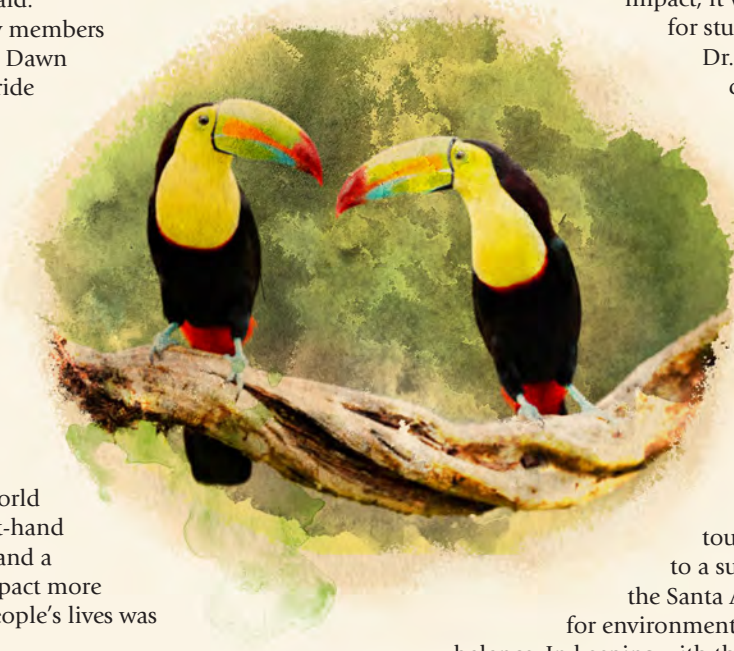
Experiencing Costa Rica's culture

In addition to healthcare tours, the visitors also listened to a sustainability panel convey the Santa Ana Country Club's vision for environmental protection and ecological balance. In keeping with that vision, the Robbins Institute group planted trees on a farm in the Salitral district. They also visited the active Poás Volcano and toured Rutas Naturbanas, a riverside greening project striving to connect people to nature.

To gain socioeconomic and political perspectives of Costa Rica, the students traveled to a Starbucks coffee farm, listened to a political and economic overview of the country by a trade promotion agency and visited a career coaching and mentorship program for at-risk young adults. Overall, these interactions gave the students an awareness of the interrelation of the country's social, economic and political sectors and the needs of people living in a developing nation.

Lunch at the Jaguar Negro restaurant and a traditional Costa Rican dinner and show rounded out the group's cultural experiences, while providing lasting memories.

Kaci Hurks, Class of 2024, said, "When working in healthcare, you come across many people of different ethnicities and backgrounds. Engaging in cultural experiences abroad not only promotes hands-on learning for those involved, but it also gives students the chance to observe top healthcare concerns outside of the United States."



Costa Rica Notebook



DANIELA ZIRKLE, ABEL THOMAS AND
ADAM BAILEY AT THE STARBUCKS
COFFEE FARM IN COSTA RICA

*It was a broadening
experience for our
students and faculty.
— Forest Kim*



RAYLEE WARREN
APPRECIATES THE
BEAUTY OF
COSTA RICA.



ALVARO SALAS, KNOWN AS THE
FATHER OF THE COSTA RICAN
HEALTHCARE SYSTEM



ENJOYING A MEMORABLE VISIT TO COSTA RICA WERE (FROM LEFT)
FRONT ROW: SHER ISADA, ALEXIS ROCHA, DELANEY VAN HORN,
(SECOND ROW) MARIE LOUISE LIVANEC, SNEHA PALLIPURAM,
RAYLEE WARREN, ANDREW KIEWER, JANIE BILA, (THIRD ROW)
FOREST KIM, GARRETT DARDEN, CODY OLSON, DANIELA ZIRKLE,
SEBASTIAN GRENADA COHEN, KACI HURKS, EMMA FUNK, (BACK ROW)
LOHITH SATISH, PRANAV SREEKUMAR, ABEL THOMAS, JOHN BEARD,
MASON ROBERTS AND ADAM BAILEY.



In Memoriam



William “Bill” King Robbins

A champion of healthcare excellence

Bill Robbins, a noted philanthropist and longtime supporter of the Hankamer School of Business Robbins Institute for Health Policy and Leadership, passed away April 13, 2023.

Born Nov. 29, 1931, Bill Robbins graduated from Robert E. Lee High School in Baytown, Texas, and served in the Korean War for the U.S. military. He earned a Bachelor of Arts in 1952 and a Bachelor of Law in 1954 from Baylor University and a Juris Doctor degree from Baylor Law School in 1969. While at Baylor, he was a member of Phi Alpha Delta Pre-Law Society.

Bill Robbins, together with his wife, Mary Jo, and their Robbins Foundation, supported worthwhile organizations across the globe. They funded Christian missions, youth baseball and softball programs to post-secondary education programs, healthcare initiatives, as well as arts, entertainment and music in the United States, Canada, Scotland, China, Japan, Malaysia and India.



An ardent supporter of healthcare initiatives, scholarships

In 2010, the Robbinses' leadership gift to the Healthcare MBA Program helped distinguish Baylor in the fields of health policy, research and education. The next year, Bill and Mary Jo Robbins provided a significant gift which established the Robbins Institute for Health Policy and Leadership to support teaching, external programming and health services research.

They supported the Healthcare MBA Program by sponsoring the annual Robbins Case Competition in Healthcare Management, now in its seventh year. Bill served on the Robbins Institute Advisory Council. The couple also provided funding for the Hankamer School of Business to host the Business School Alliance for Health Management Global Case Competition April 7–8, 2022, on the University's campus.

Through the years, the couple contributed money for innumerable scholarships at Baylor, for Bill believed in the transformative power of higher education for those who wanted to better themselves. As recently as 2022, the couple established two new scholarships for the Robbins Institute: the Ann and Scott Garner Endowed Scholarship and the Linda and Kenneth Hall Endowed Scholarship.

"Even with the many demands placed on him, Bill consistently availed himself to our students, faculty and staff throughout the years. He was actively engaged with us until his last days providing love, guidance and support. He will be deeply missed," Scott Garner, co-director of the Robbins Healthcare MBA and founding administrative director of the Robbins Institute for Health Policy and Leadership, said.

A longtime University benefactor, dedicated alumnus

Bill was generous with his time and resources, which proved impactful across the Baylor campus. He was a member of the Endowed Scholarship Society, Bear Foundation, Old Main Society, 1845 Society and Heritage Club. He served on the Baylor Board of Regents and also was a life member of the Baylor Law Alumni Association.

In addition to their support of the Robbins Healthcare MBA Program, Bill and his wife provided a gift in 2014 that was pivotal in bringing together several academic units across the University and forming the Robbins College of Health and Human Sciences, which was named in their honor. Both Bill and Mary Jo Robbins served on the Robbins College Board of Advocates.

"Bill had a vision for Baylor and for the opportunities available to our Baylor students," Jason Carter, dean of the Robbins College, said. "Bill's commitment to supporting our faculty has left an enduring impact. We are proud to carry forward his name, honoring his legacy through our research, teaching and mentoring of Robbins College students."

**THROUGH THE ROBBINS
FOUNDATION, MARY JO
AND BILL ROBBINS'
INFLUENCE AND
GENEROSITY WILL
CONTINUE TO BE
FELT LOCALLY
AND ACROSS
THE WORLD.**



An avid provider of transformational gifts

On March 3, 2023, Baylor dedicated another facility that Bill's lead gift made possible—the Mary Jo Robbins Clinic for Autism Research and Practice. The clinic, which provides a learning environment to enhance language and social emotional development, supports individuals whose lives have been affected by an Autism Spectrum Disorder diagnosis. The Clinic is located within the Robbins College.

"The provision of our Baylor Family has opened doors for the Robbins College through support of research, instruction and community outreach. The Robbinses' legacy of philanthropy, joined with the contributions of fellow benefactors, has truly created a transformational legacy of care and support," Baylor President Linda Livingstone said.

A portion of Bill's gift also funded an expansion on the second floor of the Hankamer Academic Center to increase research space, creating 13 research labs, sound booths and space for doctoral students.

Bill and Mary Jo Robbins received the James Huckins, Pat Neff and President's Medallions in recognition of their transformational giving to Baylor. The couple also supported Baylor Scott & White Medical Center-Hillcrest in Waco and the Baylor Louise Herrington School of Nursing in Dallas.

An advocate of Christian missions

Bill Robbins was a Baptist deacon and trustee in various churches throughout his life. At the time of his passing, he was a member of Tallowood Baptist Church in Houston, Texas. He believed in the Christian mandate to share the Gospel with others. Therefore, he supported various mission endeavors, including the start-up of pioneer mission work. He contributed to multiple churches, Bible projects and Christian camps, as well as various artistic pursuits and sports ministries worldwide.

Numerous chapels in Texas and Canada were beneficiaries of Bill's munificence over the years, including Baylor University. In 2006, the Robbinses donated money to construct Robbins Chapel in Brooks Village, which provides students a place for daily prayer, meditation and worship.

A renown business leader

In his early career, Bill Robbins held positions as an officer and director of various international subsidiaries of Union Carbide Corporation and as legal counsel for Humble Oil and Refining Company, now Exxon Mobil Corporation.

In 1971, Bill Robbins established the North American Corporation, which became the parent company of numerous business ventures in consulting, finance, investment and energy activities. He adhered to two mandates in starting his company: "dare to be different" and "provide opportunities that people would not otherwise have."

Livingstone said, "Bill was renowned as a business leader and healthcare expert, but most of all, he was known as a man of faith. What a powerful legacy."

Bill is survived by his wife, three children, two grandchildren and "adopted" children he nurtured throughout their lives.

Fueling the Fire for Alumni Success

Planning intensifies for Robbins Healthcare Alumni Group

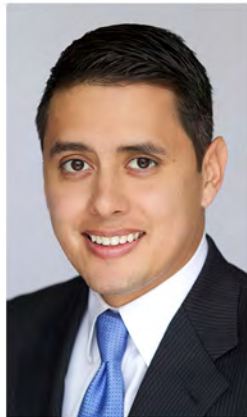
Momentum is growing for the Robbins Healthcare MBA Alumni Group, established in spring 2020 to help program graduates advance in their careers through networking, mentoring and continuing education activities.

“One of the key value drivers for alumni is the opportunity to build relationships with other graduates, many of whom have stepped into leadership roles within top healthcare organizations,” George Terrazas, chair of the alumni steering committee and a member of the inaugural Healthcare MBA Class of 2005, said. “I enjoy staying in touch with my former classmates and building new relationships with program alumni in order to learn from their experiences and share professional experiences of my own.”

“ONE OF THE KEY VALUE DRIVERS FOR ALUMNI IS THE OPPORTUNITY TO BUILD RELATIONSHIPS WITH OTHER GRADUATES.”

George Terrazas

Alumni Steering Committee Chair



Four subcommittees have been organized to promote these efforts. The mentorship program subcommittee has paired 24 residency students with program alumni. The leaders of the mentorship program subcommittee are Alex Brock, Andre Cisne, Darrell Leggett and Carlo Pangilinan.

“Our mentoring program has seen tremendous success in its inaugural year,” Kara Abrameit said. Vice chair of the alumni steering committee, she graduated from the Healthcare MBA Program in 2006.

The virtual speaker event subcommittee enables alumni and students to learn from established healthcare experts. Alumni spearheading this subcommittee are Andre Cisne, Darrell Leggett and Sarah Wilkes.

The fall event subcommittee, chaired by Joel North, offers a planned occasion for alumni to converge over Baylor’s homecoming weekend. During the 2022 homecoming, alumni enjoyed dinner at the Brazos Landing restaurant, followed by Saturday tailgating before the football game.

The spring event planning subcommittee, chaired by Ginnie Berg, organized a Cameron Park Zoo trip with dinner at Union Hall recently, which was a networking opportunity for alumni and residency students.

Abrameit hopes that each alumni engages—either in “a subcommittee, event or other avenue—to give back to the program to ensure that the future leaders of healthcare have the tools to succeed.”



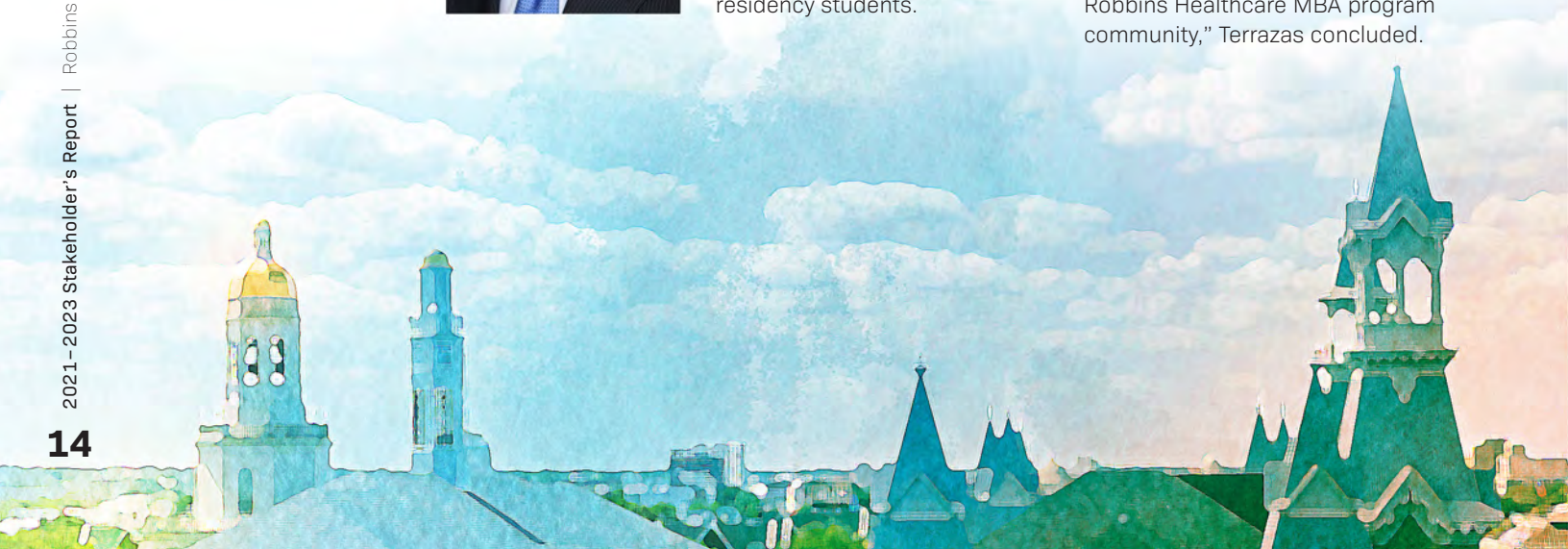
“OUR MENTORING PROGRAM HAS SEEN TREMENDOUS SUCCESS IN ITS INAUGURAL YEAR.”

Kara Abrameit

Alumni Steering Committee Vice Chair

Expanding upon the success of an annual networking dinner in Houston sponsored by the late Bill Robbins and Mary Jo Robbins, additional regional events in Houston, Dallas and Austin are being coordinated during the fall and spring to further expand networking opportunities. These events also will support alumni’s career pursuits and provide current knowledge about the ever-evolving healthcare field.

“Our goal is to engage alumni in a mutually beneficial partnership that generates meaningful connections and strengthens the Robbins Healthcare MBA program community,” Terrazas concluded.



Upcoming Trailblazers

Two students honored with Director's Chair Award

Matthew Stephens won the Director's Chair Award presented at the Robbins Institute Advisory Council luncheon in April 2021. The annual award is conferred to the student who demonstrates excellence in all-around program performance and who the directors believe has the strongest potential in leadership and executive management.

Matthew Stephens 2021 Award Recipient

Originally from Hamilton, Texas, where he graduated from Bosqueville High School, Stephens earned his undergraduate degree in Public Health at Texas A&M University. After graduating, he took a year off to work at Hamilton General Hospital. During that time, he was exposed to the pleasures and pitfalls of Texas' rural healthcare environment, which reinforced his decision to focus on healthcare as a ministry.

"I felt a strong calling to serve in ministry because I had worked with youth in the past," Stephens said. "However, through a personal strengths assessment, I realized I was not passionate about the sciences. I was better at analytics and business."

Hence, Stephens decided to nurture his passion for healthcare ministry at Baylor University, citing opportunities to interact with colleagues, faculty members and industry leaders as chief reasons. Besides the relationships he built, another highlight of his Healthcare MBA experience was participating in Trinity University's Healthcare PRISM Pitch Case Competition in January 2021.

Ascension Providence in Waco, Texas, was the site of Stephens' administrative residency, where he was involved in the hospital's patient access, billing and COVID-19 vaccination programs. In the future, he wants to excel in strategy and finance in the ambulatory area, which is "where the future of healthcare is moving," he said.

Meanwhile, he is appreciative of the role the Robbins Healthcare MBA Program played in developing his leadership acumen.

"Throughout the program, I made the most of every opportunity. Given that I feel a call to serve in healthcare ministry, the Director's Chair Award was validation that I am on the right path," Stephens said.



Robbins Institute Executive Director Forest Kim, Macy Scott, Retired Brig. Gen. Donald Wagner and Professor Scott Garner

Macy Scott was presented the Director's Chair Award at the Advisory Council luncheon in April 2022.

"After going into a nationally ranked program and completing my residency, being acknowledged in this way makes me feel so honored, grateful and blessed," Scott said. "Freshman Macy, who dreamed of being in healthcare administration, would be proud of Macy today."

Macy Scott 2022 Award Recipient

In some ways, Hurricane Katrina prompted her desire to help and care for people. At six years old, Scott, who is originally from New Orleans, Louisiana, was stranded for three days in her family's house before being rescued by a helicopter. She said that experience made her aware of healthcare disparities that plague our country. Moreover, she wanted to have a direct part in relieving the burdens of others.

After graduating from Caddo Parrish Magnet High School in Shreveport, Louisiana, Scott earned a bachelor's degree in Medical Humanities from Baylor University. During her freshman year, she knew she wanted to pursue healthcare administration. The Robbins Healthcare MBA Program factored into her decision because it exemplified authenticity in a Christian environment.

"I have always been interested in learning about medicine from a humanities perspective," Scott noted. "I never saw myself as a physician on the clinical side. I wanted to be a leader—specifically in healthcare."

Scott completed her administrative residency at Baylor Scott & White Medical Center in College Station, Texas, and now serves full-time as a department administrator there. The preceptors allowed her to attend meetings and lead multiple projects during her residency. Not only did she spearhead a strategic planning initiative, but she also directed and wrote scripts for a 45-minute town hall video project. Now, she leads 30 staff members and 16 providers. She credits the Robbins program and her residency for giving her confidence to manage others and advancing her leadership skills.

Spotlight on EMBA Healthcare Program

Take a bow graduates,
welcome Dallas cohort

Four professionals graduated from the Dallas Executive MBA (EMBA) Healthcare Program in May 2023. Congratulations to Turquoise Banks, Amy Jantz, Reuben Parrish and Christopher Vera.

They acquired another strategic asset to aid their ascension to higher levels of healthcare management and contribute to the enterprises they support. We wish them much success in the exciting healthcare arena. The total number of Robbins Institute EMBA Healthcare alumni now stands at 117.

Welcome to the following 11 members who entered the EMBA Healthcare 2022/2023 cohort in Dallas, Texas. We applaud these professionals with the determination to pursue an MBA while balancing the responsibilities of full-time employment, executive management, business ownership and other priorities.

Ayesha Bashir

Hospitalist

HealthTexas Provider Network

Tansy Brown

Relief Physical Therapist

Avamere Rehab
(Bend Transitional Care Unit)

Ryan Dickerson

Chief Executive Officer

Interface People, LP

Sonia Estes

President

Estes Anesthesia Services

Charles Garcia

Senior Territory Business Manager, Hematology

Bristol Myers Squibb

Sujit Kumar Kotapati

Director

University of Arkansas for Medical Sciences

Annie Mathew

Assistant Director of Clinical Services

Baylor University

Paul Muniz

Director of Accounts Receivables

HCA Healthcare-Parallon

Julie Philley

Executive Vice President of Health Affairs & Vice Provost

University of Texas at Tyler Health Science Center

Jonathan Radcliffe

Clinical Program Manager

Baylor Scott & White Heart & Vascular Hospital – Dallas

Shawn Williams

Senior Manager-North America Sales Operations

HuFriedyGroup (STERIS)



Case Competitions in the Limelight

Student teams set their sights on solving healthcare challenges

By participating in external case competitions, students in Baylor University's Robbins Healthcare MBA Program can enhance their business and presentation skills, put course theories to the test, and network with experts and potential employers. Therefore, Robbins Healthcare MBA students continue to showcase their problem-solving acumen in various case competitions.

Trinity University Healthcare PRISM Pitch Competition

Over the past two academic years, the 2022 team of Kristen Koehler, Joey Sauser and Nicholas Von Waaden and the 2023 team of Katherine Griffith, Alexis Rocha and Katherine Swain set the bar high at the Trinity University Healthcare PRISM Pitch Competition. Each team's innovative pitch won best in class, which placed them in the finals.



Von Waaden



Koehler



Sauser

The 2022 team of Nicholas Von Waaden, Kristen Koehler and Joey Sauser competed in the **Trinity University Healthcare PRISM Pitch Competition**, winning best in class for their innovative pitch.

University of Alabama (UAB) Health Administration Case Competition



James Cooper, Briana Cahill and Mariah Lee, with Accreditation and Operations Director Cherise Bridgwater, at the **2022 UAB Health Administration Case Competition**.

The 2022 team of Briana Cahill, James Cooper and Mariah Lee competed at the University of Alabama (UAB) Health Administration Case Competition Feb. 23–25. They were tasked with creating a growth strategy for Aetna in the state of Delaware, leveraging CVS Pharmacy resources and considering Delaware's regulatory emphasis on primary care. To meet these challenges, the students focused on recognizing existing products and services offered by Aetna to optimize the patient experience and target growth in Medicare Advantage offerings.

Sher Isada, Cody Olson and Sneha Pallipuram were semifinalists at the UAB Health Administration Case Competition Feb. 22–24, 2023. The trio demonstrated their ability to tackle the issue of perinatal hospice and palliative care in central Texas and propose care delivery solutions in the business challenge.

Sher Isada, Sneha Pallipuram and Cody Olson, shown here with Cherise Bridgwater, Accreditation and Operations director, were semifinalists at the **2023 UAB Health Administration Case Competition**.



Business School Alliance for Health Management (BAHM) Case Competition

Competing in the Business School Alliance for Health Management (BAHM) Case Competition Feb. 23–26, 2023, at Yale University were Baylor students Adam Bailey, Ashley Dao and Kaci Hurks. They displayed solid expertise in healthcare management and delivered an impressive performance.

Robbins Institute Executive Director Forest Kim, Kaci Hurks, Adam Bailey and Ashley Dao at the **2023 BAHM Case Competition**.



The Ohio State University First-Year Healthcare Case Competition

Emma Funk, Abdiel Nunez and Raylee Warren participated in The Ohio State University First-Year Healthcare Case Competition held April 13–14, 2023. The team impressed the judges with their suite of strategies and recommendations to drive access to elective in-patient surgeries at Yale New Haven Health System and placed third overall in the competition.

Robbins Institute hosts BAHM competition envisioning the ‘Hospital of the Future’

The Business School Alliance for Health Management (BAHM) Global Case Competition was held April 7-8, 2022, at Baylor University’s Hankamer School of Business.

The second global student case competition of its kind for BAHM, a global consortium of leading MBA health management programs, involved more than 60 MBA students from its member universities based in North America, Costa Rica, India, Kenya and Spain.

The BAHM competition was sponsored by the late Bill Robbins, Mary Jo Robbins and the Robbins Foundation, which supports education and healthcare initiatives worldwide.

“After several years of the BAHM Case Competition being held

virtually, we believed it was critical for these students from the highest ranked universities around the world to be able to gather in person once again to have the opportunities that are unique to an in-person competition,” Bill Robbins said at the competition. “Through the sharing and comparing of resources and meaningful collaborations, these students learned from different perspectives, experiences and areas of

expertise across the world. They will carry this wisdom forward like a torch to light the way for others.”

The competition promoted collaboration across campuses and continents, while challenging students to resolve important industry challenges with business-based solutions. Graduate students envisioned the “Hospital of the Future” to address sustainable, long-term care needs in underserved communities worldwide. An international group of distinguished academic, healthcare and hospital industry leaders from around the world scored the anonymized proposals. Students unable to attend the competition in person participated virtually and synchronously.

Tomorrow’s visionaries

Capturing first place were Baylor students Stephanie Dodgen, Joseph Spear and Cholan Wijekumar. Their business model comprised a rural health alliance serving the east Oklahoma Native American population by linking six rural hospitals, centralizing contracting, partnering with specialists, and

providing home, mobile and tele-health services.

Winning second place was the University of Minnesota team of Erin Green, Yu-Hsiang Hung, Ikram Khan and Dan Muggee. They developed an integrated health system for Jharkhand, India, focused on community health workers who provide basic health services and education, added with referrals of more acute cases to specialty practitioners.

Boston University’s Leah Levine, Evan Piccirillo, Lucia Ryll and Christina Young won the third-place award. Their business model consisted of a critical access hospital financed through an accountable care organization, allowing for the redistribution of funds toward preventive care and creating the financial flexibility for innovative system integration.

Fourth-place honors went to the Baylor University/Indian School of Business joint international team of Riley Griffin, Katherine Griffith and Vijay Karan Reddy. For their business model supporting the rural American Indians of Oklahoma, they developed and integrated community-based health resource guides and councils, provider partnerships and transportation solutions.

The Indian School of Business also won the International Judges Award selected by healthcare industry leaders in the United States and abroad who were 2021 BAHM competition judges. Team

members Sriram Chavali, Praveen Gopan, Jyotiprava Pattanaik and Bikash Sahu won for conceiving a business model of holistic population health services to yield better health outcomes, reduce total health and out-of-pocket expenditures and prevent catastrophic health expenses.

Collaboration across campuses and continents

“These student teams, tomorrow’s industry leaders, developed models to address the urgent need for greater healthcare and hospital availability in rural areas and in the developing world,” Kevin Schulman,

president of BAHM and a professor of Medicine and Business at Stanford University, said. “This unique competition has supported collaboration across campuses and continents to deliver strategies and solutions that, over time, could have a game-changing impact.”

Bill Robbins also noted, “This competition served as a reminder for us all to not keep greatness for ourselves. We are not to store it away as a private treasure, but rather we are to use it to form a bridge across the seas to share and build each other up for the common good.”

Additional participating schools in the BAHM competition included University of Colorado Denver Business School, Georgia State University J. Mack Robinson College of Business, Harvard University Business School, Instituto Centroamericano de Administración de Empresas Business School, Johns Hopkins University Carey Business School, Strathmore University Business School, University of Miami Herbert Business School, University of Navarra Business School, University of North Carolina Kenan-Flagler Business School, University of Toronto Rotman School of Management and Yale University School of Management.



A Baylor University team of Joseph Spear, Stephanie Dodgen and Cholan Wijekumar captured first place at the **BAHM Global Case Competition** April 7–8, 2022.

Airrosti 'live case' featured in sixth Robbins Case Competition in Healthcare Management

The Robbins Institute Case Competition held Oct. 14, 2022, featured a live case written by Robbins faculty members Forest Kim and Neil Fleming. The case centered on Airrosti, a healthcare provider group delivering musculoskeletal care through patient education, manual therapy, therapeutic exercise and case management outcomes.

Specifically, the case challenged teams to develop new models of tele-health for Airrosti that would supplement its in-clinic care. Airrosti executives Shawn Dinsmore, vice president of Practice Operations, and Kirk Shelton, senior advisor, served as judges and provided valuable feedback to the teams.

Participating schools

- George Washington University
- Rush University
- The Ohio State University
- Trinity University
- University of Alabama at Birmingham
- University of Colorado Denver
- University of Iowa
- University of Minnesota
- University of Pittsburgh
- University of Southern California
- Virginia Commonwealth University

A student team from the University of Alabama at Birmingham took home first place and \$12,000. The second-place award of \$8,000 went to The University of Colorado Denver team, while Trinity University's team earned third place, collecting \$4,000. Overall, Baylor awarded a total of \$27,000 in the competition to individual students and student teams.

Providing the best responses to the question and answer session from the three morning venues were Henry Burns, University of Minnesota; Jared Dawson, Virginia Commonwealth University; and Abigail Wegner, University of Iowa. Each of these students received \$500.

The best presenters from the three morning venues were Lucas Halvorson, University of Minnesota; Olivia Littlefield, Trinity University; and McKenna Raimer, University of Iowa. They each won \$500.

"The competition was designed to provide a forum for master's-level students to participate in a national case competition in healthcare management with a distinct financial emphasis," Scott Garner, co-director of the

Robbins Healthcare MBA Program, said. "This is an increasingly critical area of expertise within the healthcare industry."

The case competition also affords occasions for students and faculty to network and interact with healthcare industry professionals, build academic-industry partnerships, and facilitate opportunities for internships, residencies and future employment.

Competing universities are chosen from among full-time Commission of Accreditation of Healthcare Management Education-accredited or Business School Alliance for Health Management member programs. Participation in the event is by invitation only.

Robbins Institute Case Competition Winners



1st place

Top honors and a \$12,000 prize went to the student team of AJ Jarmon, Michael Ratner and Jackson Pettus from the University of Alabama at Birmingham, shown here with Robbins Institute benefactors Mary Jo and the late Bill Robbins.



2nd place

The University of Colorado Denver team of Craig Wickham, Allison Stone and Allison Hurley took second place, winning an \$8,000 prize.



3rd place

Olivia Littlefield, Teresa Kepes and David Buss of Trinity University earned \$4,000 for their third-place win.

Latest Published Research Works

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

Alexander, D., Richards, MR. (2023) "Economic Consequences of Hospital Closures," *Journal of Public Economics*, 221, doi.org/10.1016/j.jpubeco.2023.104821.

Barnes, H., Alexander, D., Richards, MR. (2023) "Retail Health Clinic Growth as a Potential Primary Care Disruptor," *Medical Care Research and Review*, doi.org/10.1177/10775587231153008.

Beauvais, B., Richter, J., Kim, FS, Palmer, E., Spear, B., Turner, R. (2021) "A Reason to Renovate: The Association Between Hospital Age of Plant and Value-Based Purchasing Performance," *Health Care Management Review*, 46(1), 66–74, doi.org/10.1097/HMR.000000000000227.

Beauvais, B., Whitaker, Z., Kim, FS, Anderson, B. (2022) "Is the Hospital Value-Based Purchasing Program Associated With Reduced Hospital Readmissions?" *Journal of Multidisciplinary Healthcare*, 15, 1089–1099, doi.org/10.2147/JMDH.S358733.

Chen, A., Munnich, E., Parente, S., Richards, MR. (2021) "Do Physicians Warm Up to Higher Medicare Prices? Evidence From Alaska," *Journal of Policy Analysis and Management*, 41(2), 394–425, doi.org/10.1002/pam.22344.

Chen, A., Munnich, E., Parente, S., Richards, MR. (2023) "Provider Turf Wars and Medicare Payment Rules," *Journal of Public Economics*, 218, doi.org/10.1016/j.jpubeco.2022.104812.

Chen, A., Richards, MR, Whaley, C., Zhao, X. (2021) "The Extent of Externalities From Medicare Payment Policy," *American Journal of Health Economics*, 8(2), 181–215, doi.org/10.1086/718769.

Ferreira, L., Kim, FS. (2021) "Using Reverse Innovation to Improve Healthcare Management in Response to COVID-19," *Health Management Policy & Innovation*, 6(2), hmpi.org/2021/12/02/using-reverse-innovation-to-improve-healthcare-management-in-response-to-covid-19/.

Geruso, M., Richards, MR. (2022) "Trading Spaces: Medicare's Regulatory Spillovers on Treatment Setting for Non-Medicare Patients," *Journal of Health Economics*, 84, doi.org/10.1016/j.jhealeco.2022.102624.

Graves, J., Lee, D., Leszinsky, L., Nshuti, L., Nikpay, S., Richards, MR, Buntin, M., Polsky, D. (2022) "Physician Patient Sharing Relationships Within Insurance Plan Networks," *Health Services Research*, doi.org/10.1111/1475-6773.14138.

Kim, FS, Bonica, M., Johnson, L., Swift, D., Beauvais, B., Mangelsdorff, A. (2021) "'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*, 38(3), 727–768.

Lin, H., McCarthy, I., Richards, MR. (2021) "Hospital Pricing Following Integration With Physician Practices," *Journal of Health Economics*, 77, doi.org/10.1016/j.jhealeco.2021.102444.

Liu, D., Burston, B., Kim, FS. (2021) "Teaching Disparities to Healthcare Administration Students From the 'Business Side': A Case Study Using Long-Term Services and Supports," *The Journal of Health Administration Education*, 38(2), 485–506.

Munnich, E., Richards, MR. (2021) "Long-Run Growth of Ambulatory Surgery Centers 1990-2015 and Medicare Payment Policy," *Health Services Research*, 57(1), 66–71, doi.org/10.1111/1475-6773.13707.

Nikpay, S., Nshuti, L., Richards, MR, Buntin, M., Polsky, D., Graves, J. (2022) "Geographic Variation in Hospital-Based Physician Participation in Insurance Networks," *JAMA Network Open*, 5(5), doi.org/10.1001/jamanetworkopen.2022.15414.

Richards, MR, Tello-Trillo, S. (2021) "Private Coverage Mandates, Business Cycles and Provider Treatment Intensity," *Health Economics*, 30(5), 1200–1221, doi.org/10.1002/heec.4250.

Richards, MR, Leech, A., Stein, B., Buntin, M., Patrick, S. (2021) "Medicaid Prevalence and Opioid Use Disorder Treatment Access Disparities," *Health Services Research*, 57(2), 422–429, doi.org/10.1111/1475-6773.13920.

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, doi.org/10.37765/ajmc.2021.88598.

Richards, MR, Seward, J., Whaley, C. (2021) "Treatment Consolidation After Vertical Integration: Evidence From Outpatient Procedure Markets," *Journal of Health Economics*, 81, doi.org/10.1016/j.jhealeco.2021.102569.

Rupert, D., Jordan, A., Ziemian, M., Brown, R., Fleming, NS, Lefebvre, R. (2022) "Understanding U.S. Physician and Pharmacist Attitudes Toward Biosimilar Products: A Qualitative Study," *BioDrugs*, 36, 645–655, doi.org/10.1007/s40259-022-00545-7.

Spear, B., Kinart, A., Beauvais, B., Kim, FS. (2021) "Renovating Healthcare Facility Maintenance Planning: A Case Study From Walter Reed National Military Medical Center," *HERD: Health Environments Research & Design Journal*, 14(4), 416–428, doi.org/10.1177/19375867211019749.

Whaley, C., Dankert, C., Richards, MR, Bravata, D. (2021) "An Employer-Provider Direct Payment Program is Associated With Lower Episode Costs," *Health Affairs*, 40(3), 445–452, doi.org/10.1377/hlthaff.2020.01488.

Whaley, C., Zhao, X., Richards, MR, Damberg, C. (2021) "Higher Medicare Spending on Imaging and Lab Services After Primary Care Physician Group Vertical Integration," *Health Affairs*, 40(5), 702–709, doi.org/10.1377/hlthaff.2020.01006.

Academic Luminaries

Institute awards scholarships at Advisory Council Meeting

Joel and Diane Allison Scholarship

Delaney Van Horn of El Cajon, California, is this year's winner of the Joel and Diane Allison Scholarship. Van Horn graduated from Baylor University with a Bachelor of Science in Biology.

Bill and Donna Baker Endowed Scholarship

Rebecca Bila of Fort Worth, Texas, has received the Bill and Donna Baker Scholarship. She majored in University Scholars at Baylor University, where she received her Bachelor of Arts degree.

Louis and Angela Bremer Scholarship

Abdiel Nunez is the 2023 winner of the Louis and Angela Bremer Scholarship. The Fort Worth Texas-native earned a Bachelor of Science in Public Health from the University of Texas at Arlington.

Ann and Scott Garner Endowed Scholarship

The late Bill Robbins, Mary Jo Robbins and the Robbins Foundation established the Ann and Scott Garner Endowed Scholarship for the Robbins Institute in 2022. The first recipient of this endowed scholarship is **Emma Funk** of Pass Christian, Mississippi. Prior to becoming a Healthcare MBA candidate, she earned a Bachelor of Science in Business Administration and Spanish from Trinity University.

J. Wiley Green Scholarship

A native of Fairview, Texas, **Abel Thomas** was awarded the 2023 J. Wiley Green Scholarship. He earned a Bachelor of Business Administration in Business Fellows and Economics from Baylor University.

Jim and Debbie Greenwood Endowed Scholarship

Steven Davis won the Jim and Debbie Greenwood Scholarship. Originally from Bixby, Oklahoma, he received his Bachelor of Science in Public Health from Baylor University.



Scholarship recipients include (front row) Marie Louise Livanec, Delaney Van Horn, Sher Isada, Abdiel Nunez, Steven Davis, (middle row) Raylee Warren, Kaci Hurks, Emma Funk, Abel Thomas, (back row) Pranav Sreekumar and Janie Bila.

Linda and Kenneth Hall Endowed Scholarship

In 2022, Robbins Institute benefactors Bill and Mary Jo Robbins and the Robbins Foundation established the Linda and Kenneth Hall Endowed Scholarship. **Kaci Hurks** of Mason, Ohio, is the first winner of this scholarship. Hurks received her Bachelor of Science in Neuroscience from the University of Kentucky.

Foster G. McGaw Scholarship

Sher Isada of Eules, Texas, was awarded the Foster G. McGaw Scholarship. She has a Bachelor of Arts in University Scholars from Baylor University.

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

Pranav Sreekumar is the 2023 recipient of the Norman Family Scholarship. Originally from St. Louis, Missouri, Sreekumar majored in University Scholars and earned his Bachelor of Arts degree at Baylor University.

Boone and Peggy Powell Endowed Scholarship

Salado, Texas, native **Raylee Warren** was awarded the 2023 Powell Scholarship. Warren has a Bachelor of Science degree in Biology from Baylor University.

Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship

Marie Louise Livanec is the 2023 winner of the Wagner Scholarship, created by Brigadier General Donald Wagner and his late wife, Jan. Livanec hails from Galveston, Texas, and received her Bachelor of Business Administration degree in Business Fellows, Economics and Management from Baylor University.

Robbins Healthcare MBA Program

“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 2022/2023 academic year.”



Joel Allison

Executive in Residence,
Robbins Institute for Health
Policy and Leadership

Former CEO of Baylor
Scott & White Health

SEPTEMBER 2022

- 2 Charles Williams, MBA, MOT, FACHE**
President
Baylor Scott & White Health-Hillcrest,
Waco, Texas
“Hospital Leadership”
- 23 Rick Moore, PhD**
Founder/Chief Executive Officer
MTC Group LLC,
St. Regis Falls, New York
*“Information Technology
Management”*
- 30 Andre Cisne, MBA**
Chief Financial Officer
Silver Summit Healthplan,
Las Vegas, Nevada
“Health Plans”

OCTOBER 2022

- 12 Maria Morales Menendez, MBA (Class of 2020)**
Associate Administrator
Delray Medical Center,
Delray Beach, Florida
“Labor Productivity”
- 28 Cristian Lieneck, PhD, MHA, FACMPE, FACHE, FAHM, CPHIMS**
American College of Healthcare
Executives (ACHE) Regent – Central
and South Texas
“Group Practice Management” and
“ACHE Overview”

NOVEMBER 2022

- 16 Mark Eubank**
Director of Development – HCA
Physician Services
HCA Healthcare, Kansas City, Missouri
“HCA Healthcare”

JANUARY 2023

- 20 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”*
- 24 Chase Ogden, MBA (Class of 2011)**
Associate Vice President –
Finance/Community Hospitals
Memorial Hermann Health System,
Houston, Texas
*“Budgeting and Financial
Planning”*
- 27 Nikki Moll, BA**
Chief Marketing and
Communications Officer
Baylor Scott & White Health,
Dallas, Texas
“Marketing in Healthcare”
- 31 Macy Scott, MBA (Class of 2022)**
Department Administrator
Baylor Scott & White,
College Station, Texas
“Creating a Strategic Plan”

FEBRUARY 2023

- 3 David Tesmer, MPA**
Chief Community and
Public Policy Officer
Texas Health Resources,
Arlington, Texas
“Health Policy”
- 6 Brian Elisco, MBA, FACHE (Class of 2011)**
CEO – Arizona Group
Abrazo Health, Phoenix, Arizona
*“Role and Challenges of the
Healthcare Chief Financial Officer”*

2022/2023 Executive Leadership Speaker Series

APRIL 2023

Greg Miller, PhD, MA

Senior Vice President – Human Resources, Talent Engagement & Development
AccentCare, Addison, Texas
“Talent Management”

Bill Waechter, MHA

President and CEO
North Central Baptist Hospital, San Antonio, Texas
“Quality—How to Manage and Monitor”

8 Lauren Barron, MD

Clinical Professor and Director
Medical Humanities Program
Baylor University, Waco, Texas
“Diversity in Healthcare”

10 Quint Studer, MS

Founder
Studer Group/Studer Community Institute, Pensacola, Florida
“Executive Healthcare Leadership”

16 Mike Mullender, PhD, MDiv, BCC

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Baylor Scott & White Health, Dallas, Texas
“Spirituality in Healthcare Settings”

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HCA Healthcare Physician Services, Austin, Texas
“Practice Management and Physician Contracting”

21 Jason Reinhardt, MBA (Class of 2007)

Vice President Operations – South Central Region, California – East and South Bay
Concentra, Addison, Texas
“Medical Practice Operations & Physician Compensation”

24 Stephen Garner, JD, MBA

Chief Executive Officer
Abrazo Arrowhead, Phoenix, Arizona
“Physician Support and Contracting for Inpatient Organizations”

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Director – Value Based Contracting
Ascension, St. Louis, Missouri
“Population Health Management and Finance”

MARCH 2023

1 Lance Spivey, MBA (Class of 2018)

Co-Founder and President – Catalyst Health Group, Plano, Texas
“New Models of Primary Care and Pharmacy”

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Director – SANE Program
Denver Children’s Advocacy Center, Denver, Colorado
“Abuse Issues Pt. 1”

13 Darrell Leggett, MBA (Class of 2019)

Director of Physician Services, Palm Beach Market HCA Physician Services Group, Palm Beach, Florida
“Preparing For the Monthly Operating Review”

16 Eva Doyle, PhD, MEd, MCHES

Chair and Graduate Program Director
Department of Public Health, Baylor University
“Public Health Overview”

17 Mark Rountree, CPA

Retired Partner
Ernst & Young LLP, Dallas, Texas
“Mergers and Acquisitions”

27 Tad Kendall

Chief Growth Officer
AccentCare, Manhattan Beach, California
“Supply Chain Management”

31 Rodney Rueter

CEO/President
Lutheran Sunset Ministries, Clifton, Texas

Lance Allen, MS, LNFA

Nursing Home Administrator
Lutheran Sunset Ministries, Clifton, Texas
“Long-Term Care”

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Kaiser Permanente California and Hawaii, Oakland, California
“Home Healthcare”

Shawn Dinsmore, MBA

Vice President – Practice Operations
Airrosti, San Antonio, Texas

Jason Garrett, DC

Chief Medical Officer
Airrosti, San Antonio, Texas
“Airrosti Rehab Centers: A Disruptive Force for Musculoskeletal Care”

6 Staci Love

Region 7 CPS Service Program Administrator
Texas Department of Family and Protective Services, Austin, Texas
“Abuse Issues Pt. 2”

11 Dawna Hansen

Division Assistant Vice President
HCA Healthcare Physician Services Group, Austin, Texas

Sarah Jeon, MBA, BS (Class of 2023)

“Creating a Financial Case for Labor”

12 Justin Pond, MBA (Class of 2015)

Chief Operating Officer
Baylor Scott & White Health, Waxahachie, Texas
“Service Line Development, Proformas, Dashboards, KPIs”



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