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The Robbins Institute: Lighting the way forward in healthcare leadership

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

To our stakeholders,

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

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

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

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

Health Services Research PhD Program aligns with Illuminate

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

The Health Services Research PhD Program is aligned with the increased emphasis on scholarly research called for in Illuminate, Baylor’s current academic strategic plan. For that plan to succeed, Baylor must attract and nurture highly productive scholars. To build upon this, in 2018 and April 2019, we are humbled by the generosity of so many highly placed professionals who are willing to give a considerable amount of their valuable time to travel to Waco and interact with our students.

We are grateful for mutually beneficial relationships

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

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

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

Finally, of course, our greatest debt is to Bill and Mary Jo Robbins, whose spiritual, emotional and financial support is the bedrock of everything we do.

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

Sincerely,

Steven L. Green, PhD (left)
Academic Director
Scott H. Garner, FACHE (right)
Administrative Director
2 2018 graduates acquire healthcare positions
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Class of 2019 obtains administrative residencies
5 Meet the Class of 2020
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**Class of 2018 gains full-time healthcare positions**

**Number of MBA Healthcare Program alumni totals 159**

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

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

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

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

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

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

**CALIFORNIA**
- Kaiser-Permanente Napa-Solano, Vallejo

**MISSOURI**
- HCA Midwest Health, Kansas City

**NEW YORK**
- NYU Langone Health, New York City

**OKLAHOMA**
- GE Healthcare Partners, Oklahoma City
- Mercy Hospital, Oklahoma City

**TEXAS**
- AccentCare, Dallas
- Baylor Scott & White Health, Round Rock and Waco
- Capital Senior Living Corp., Dallas
- CHRISTUS Health System, Irving
- HCA Houston Healthcare Cypress Fairbanks, Houston
- Metropolis Health System, Killeen
- Nix Health, San Antonio
- Providence Healthcare Network (Ascension), Waco
- Stogo, San Antonio

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

- Assistant Administrator
- Consultant
- Director, Business Development and Strategic Planning
- Director of Operations
- Director of Population Health
- Financial Operations Manager
- Operations Analyst
- Physician Practice Manager
- Project Manager
- System Director of Population Health
With the first semester in their rear view, these 13 candidates are expanding their skills and knowledge further in the comprehensive MBA Healthcare curriculum. We extend our deepest hope for their success in the program. Welcome, Class of 2020!

Meet the Class of 2020

Rahim Ali  
HOMETOWN: Houston, Texas  
DEGREE: BBA, Economics, Baylor University  
RESIDENCY: Providence Health Network University, Whidbey, Texas

Meet the Class of 2019 obtains administrative residencies

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

Ginnie Berg  
HOMETOWN: Sevierville, Tennessee  
DEGREE: BA, Medical Humanities, University of Tennessee

Stuart Carson  
HOMETOWN: Sierra Vista, Arizona  
DEGREE: BS, Medical Laboratory Science, Brigham Young University

High Marks

Class of 2020: 96% Employment at 90 Days After Graduation*  
Class of 2020: 90% Employment at 180 Days After Graduation*  
Class of 2020: 13 Average Class Size*  
Class of 2020: $70,482 Average Starting Salary*  
Class of 2020: 311 Average GRE Score*  
Class of 2020: 650 Average GMAT Score*  

*Data from last three entering classes (Fall 2016-2018)
Originally from Connecticut, Vigliotti completed her BA in Economics with a minor in Computer Science from Connecticut College in May 2016. Prior to joining the Robbins Institute PhD Program, she spent two years as a research assistant at the Yale School of Public Health in New Haven, Connecticut. She focused on the epidemiology of disease transmission through mathematical modeling.

Vigliotti has co-authored three research articles:

✱ “Editing Nature: Local Roots of Global Governance,” which appeared in the Science journal Nov. 2, 2018,

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

The Robbins Institute Health Services Research PhD Program is designed to teach doctoral students how to plan data-driven research in order to conduct sophisticated statistical analyses and develop methodologically rigorous solutions to healthcare delivery challenges and policy issues. Healthcare stakeholders will be able to leverage these solutions to make better informed decisions, achieve a higher state of healthcare delivery and utilize healthcare resources more efficiently. Supporting the PhD program are collaborations with Baylor Scott & White Health and Baylor’s Robbins College of Health and Human Sciences.

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

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

Vivian Vigliotti

Empirical healthcare economist offers keen insight for policymaking

Michael Richards, MD, PhD, MPH
Notable research studies

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

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

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

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

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

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

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

Connections to healthcare influencers

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

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

Michael Richards’ latest published research works

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


“Rural and Nonrural Primary Care Physician Practices Increasingly Rely on Nurse Practitioners,” (in collaboration with Hilary Barnes, Matthew McHugh, Grant Marsol), Health Affairs
The Director’s Chair Award for the 2018 graduating class of the Robbins MBA Healthcare Program was presented at a scholarship awards luncheon in March 2018. The award is underwritten by a generous gift from Brig. Gen. Donald Wagner and his wife, Jan.

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

North says, “I’m thankful for the award and thankful I was a part of the MBA program.”

After graduating in 2012 from Seven Lakes High School in Katy, Texas, North went on to earn his Bachelor of Arts degree in Medical Humanities in 2016 from Baylor University. “I enjoyed Baylor so much I stayed for graduate school,” he says. He credits a class he took as an undergraduate Premedical major for sparking his early interest in a Healthcare MBA. The course covered the condition and business of U.S. healthcare, including policies, laws and hospital operations.

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

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

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

Residency leads to full-time management position

North’s administrative residency took place May-December 2017 at the Cypress-Fairbanks Medical Center, a 181-bed acute community hospital in northwest Houston. “Hurricane Harvey struck Houston during Joel’s time there,” Haines recalls. “As the storm was bearing down on the city, Joel was among the staff members who stayed at the hospital to ensure sustained operations. Joel remained at the hospital 24 hours a day for four days. It is that commitment and leadership, coupled with his potential, which made Joel a clear choice for the Director’s Chair Award.”

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

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

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

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

“I know I couldn’t have done that before grad school,” he admits. “My post-graduate Healthcare degree is going to be instrumental in my career moving forward.”
Robbins Institute recognizes 2018 academic achievers

Bill and Donna Baker Endowed Scholarship

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

Jim and Debbie Greenwood Endowed Scholarship

Kevin Pettit was named the 2019 Greenwood Scholarship winner. To complete his MBA, Pettit engaged in an administrative residency with Mercy Hospital in Oklahoma City. Originally from Vancouver, Washington, he graduated from Baylor University with a Bachelor of Business Administration degree in Supply Chain Management.

Foster G. McGaw Scholarship

Baylor’s 2018 beneficiary of the McGaw Scholarship, administered by the Association of University Programs in Health Administration (AUPHA), is Jorge Trevino. The Brownsville, Texas, native earned his Bachelor of Arts in Health and Society from the University of Texas at Austin. Trevino completed his residency at CHRISTUS Health System in San Antonio, Texas.

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

The 2019 Norman Family Scholarship was awarded to Rahim Ali, who achieved his residency requirements at Providence Health Network (Ascension) in Waco, Texas. Originally from Hurst, Texas, Ali graduated with a Bachelor of Business Administration degree in Economics from Baylor University.

J. Wiley Green Scholarship

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

Boone and Peggy Powell Endowed Scholarship

The 2019 Powell Scholarship honoree, Forrest Blackmon, is originally from Orange, Texas, and graduated from Texas A&M University with a BS degree in Biomedical Sciences. Blackmon completed his administrative residency at Baptist Health System (Tenet) in San Antonio.

Joel and Diane Allison Scholarship

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

Erika Griffin

Erika Griffin is the 2019 recipient of the Allison Scholarship. The Fort Worth, Texas, native earned her Bachelor of Arts in Medical Humanities from Baylor University.

Norman Family Endowed Scholarship

Reanna Gomez, a resident of Aubrey, Texas, has been granted the 2019 Norman Family Scholarship. She has a Bachelor of Science degree in Criminal Justice from the University of Alabama. He is originally from Colleyville, Texas.

Bill and Donna Baker Endowed Scholarship

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

Jim and Debbie Greenwood Endowed Scholarship

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

Foster G. McGaw Scholarship

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

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship

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

J. Wiley Green Scholarship

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

Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship

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

Boone and Peggy Powell Endowed Scholarship

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

Joel and Diane Allison Scholarship

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

Institute names 2019 scholarship winners at March 29 luncheon

Bill and Donna Baker Endowed Scholarship

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

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

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

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

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

“The teams diligently worked to find solutions to a complex healthcare issue in an intense two-day competition. Their efforts helped hone their skills and knowledge, which will benefit patients and medical systems throughout the United States and Canada,” says Scott Garner, administrative director of the Robbins Institute.

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

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

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

1ST University of Alabama at Birmingham

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

2ND The Ohio State University

3RD Trinity University

Faculty advisor Brad Boushous third from left and third-place winners Mary Wey, Jake Strecula and Minna Yalamanchi

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

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

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

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

Welcome Class of 2020 EMBA Healthcare Cohort!

Members of the Class of 2020 EMBA Healthcare Cohort

AUSTIN

Melina Barber
Customer Success Manager
Allergan plc

Jessica Clune
Quality Assurance and Compliance Specialist
Ottobock Orthopedic Services LLC

Lance Cromwell
Vice President of Sales & Customer Management
NovoTrax LLC

Saloni Sharma
Customer Advocate
Allergan plc

DALLAS

Chantal Adgeko
Quality Improvement Specialist II, Interventions
Molina Healthcare

Keith Cook
Site & Operations Director
Imgen

Marissa Deslattes
Director of Marketing
Nobilis Health

Cameron Ham
Territory Sales Manager
Mölnlycke Health Care AB

Zach Hubbard
South Central Regional Manager
T1 Medical Inc.

Sara Ibanez
Manager of Operations, Patient & Associate Experience
CHRISTUS Health System

Tonya Larson
HCM Program Manager
Baylor University

Barell Morgan
Assistant Director
Youth Advocate Programs Inc.

Ahad Rehmatulla
Hospitalist
Baylor Scott & White Medical Center
# Robbins MBA Healthcare Program 2018/2019 Leadership Speaker Series

## JANUARY 2018

**Brian Elisco, MBA**  
*Tenet Healthcare Corp. - San Antonio & North Texas, San Antonio*  
*“Role and Challenges of the Healthcare CFO”*

**Chris Ekrem**, Vice President  
*Tyler & Company, Atlanta*  
*“Interviewing & Networking Skills”*

**Jason Reinhardt, MBA**  
*Class of 2007, Director of Operations - Health Texas Provider Network*  
*Baylor Scott & White Health, Dallas*  
*“Practice Management & Physician Compensation”*

**Lauren Barron, MD**  
*Class of 2019, Director of Medical Humanities Program*  
*Baylor University, Waco*  
*“Socioeconomic, Multicultural Diversity Issues in Healthcare”*

## FEBRUARY

**Ann Garner, BA**  
*Baylor University*  
*“Ombudsmen and Patient Rights in Long-Term Care”*

**Rodney Rueter**  
*President/CEO*  
*Lutheran Sunset Ministries, Clifton, Texas*  
*(Field trip)*  
*“Long-Term Care”*

**Staci Love**  
*Baylor Child Protective Services, Waco*  
*“Child Abuse, Domestic Partner Violence, Sexual Assault and Elder Abuse”*

**Blake Allison, Chief Operating Officer**  
*Baylor Scott & White Quality Alliance - Dallas/Fort Worth, Baylor Scott & White Health, Dallas*  
*“Accountable Care Organizations and Care Coordination”*

**Jenny Reed, Senior Vice President - Comprehensive Care Management**  
*Baylor Scott & White Health, Dallas*  
*“End of Life and Palliative Care”*

**Mark Eubank**  
*Director of Development*  
*HCA Physician Services Group, Kansas City, Missouri*  
*“Trends in Physician Practice Management”*

## MARCH

**Nikki Mitchell, Senior Vice President - Marketing & Communications**  
*Baylor Scott & White Health, Dallas*  
*“Communications and Social Media Use in Healthcare”*

**Michelle Davis, MBA, RN, FNP**  
*Clinical Director-Victims Center*  
*Advocacy Center, Waco*  
*“Abuse Issues: Sexual Survivor and SANE Programs”*

## AUGUST

**Joi Lewis, MHS, LFACHE**  
*Senior Advisor*  
*Baylor Scott & White Health, Dallas*  
*“Emergency Management and Preparedness in Healthcare Organizations”*

## SEPTEMBER

**R. Mark Grace, MDiv**  
*Strategic Mission and Ministry Officer*  
*Baylor Scott & White Health, Dallas*  
*“Spirituality in Healthcare Settings”*

**Eva Doyle, PhD**  
*Chair-Department of Public Health*  
*Baylor University, Waco*  
*“Public Health Overview”*

**Marty Marquetts, Executive Vice President**  
*President-Corporate Services and Chief Human Resource Officer*  
*CHRISTUS Health, Dallas*  
*“Human Resource Challenges in Healthcare”*

## OCTOBER

**Jeff Ingrum, CEO**  
*Scott & White Health Plan, Temple, Texas*  
*“Healthcare Trends”*

**Scott Garner, FACHE**  
*Administrative Director*  
*Baylor Institute, Waco*  
*“Leadership Lessons”*

**Bill Waechter, President**  
*North Central Baptist Hospital, San Antonio*  
*“Leadership in a For-Profit Community Hospital”*

## NOVEMBER

**James H. Hinton, CPO**  
*CMO - Baylor Scott & White Health, Dallas*  
*“Strategic Leadership”*

**Reece Fitzgerald, MBA**  
*Class of 2014, North Texas Division Manager - Revenue Integrity*  
*Baylor Scott & White Health, Dallas*  
*“End of Life and Palliative Care”*

**Kelli Shifflet, Division Vice President**  
*HCA Physician Services Group, Austin*  
*“Trends in Physician Practice Management”*

## DECEMBER

**Joi Lewis, MHS, LFACHE**  
*Senior Advisor*  
*Baylor Scott & White Health, Dallas*  
*“Role and Challenges of the Healthcare CFO”*

**Joi Lewis, MHS, LFACHE**  
*Senior Advisor*  
*Baylor Scott & White Health, Dallas*  
*“Vision for Healthcare”*

**Michelle Davis, MBA, RN, FNP**  
*Clinical Director-Victims Center*  
*Advocacy Center, Waco*  
*“Abuse Issues: Sexual Survivor and SANE Programs”*
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2018/2019
Stakeholder's Report
Robbins Institute for Health Policy & Leadership

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