



Diabetes Diagnosis and Care:

Health Information Transformation from Smartphone to Data Warehouse

Health Sector Advisory Council April 15&16, 2015

HSAC

Health Sector
Advisory Council



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Diabetes Diagnosis and Care: Health Information Transformation from Smartphone to Data Warehouse

Wednesday, April 15

Washington Duke Inn, 3001 Cameron Blvd, Durham, NC

- 7:00 pm** Social
- *Location: Presidents III*
- 7:45** Dinner
- *Location: Presidents IV*

Thursday, April 16

Washington Duke Inn

- 7:30 am** Coffee and tea available before meeting begins
- *Location: Presidents IV*
- 8:00** Welcome and Introductions to "Diabetes Diagnosis and Care: Health Information Transformation from Smartphone to Data Warehouse"
- *Jeffrey Moe, Executive in Residence, Fuqua School of Business*
 - *Rick Ingraham, Founder and President, Sage Health Visions, LLC*
- 8:20** Clinical Understanding and Challenges in Managing Diabetic Patients
- *Michael Lee, Director, Clinical Informatics, Atrius Health*

- 9:00** BREAK
- 9:20** Panel Discussion: New Approaches to Integrating Population Data to Create Better Diabetic Patient Outcomes
- *Sherri Zink, VP Medical Informatics, BlueCross BlueShield Tennessee*
 - *Michael Berger, Chief Analytics Officer, Affinity Health Plan (formerly VP, Enterprise Analytics, Geisinger)*
 - *DISCUSSANT: Robert Mandel President, Northeast Region Activate Healthcare*
- 10:30** New Smartphone Technologies to Improve Diabetic Patient Care and Other Disease States
- *Matthew Gymer, Novant Health System*
 - *Wafaa Mamilli, Information Officer, Diabetes Business Unit & Real World Evidence, Eli Lilly and Company*
- 11:15** Panel Discussion: Challenges and New Frontiers in Integrating Population and Individual Data for Improved Chronic Condition Care
- *Michael Berger*
 - *Matthew Gymer*
 - *Rick Ingraham*
 - *Michael Lee*
 - *Wafaa Mamilli*
 - *Robert Mandel*
 - *Sherri Zink*
- 12:00 pm** Lunch
- 1:00** Report from the Health Sector Advisory Council Task Force and Group Discussion of Proposals
- *David Cannady, Vice President of the Strategic Resource Group, HCA and Chair, HSAC*
 - *Jeff Henderson, Chief Financial Officer, Cardinal Health, Inc.*
 - *Tom Kaminski, General Manager, Enlighten Health Genomics*
 - *Jeffrey Moe, Executive in Residence, Fuqua School of Business*
 - *Peggy Pettit, Executive Vice President, VITAS Healthcare*
 - *David Ridley, Associate Professor of the Practice, Fuqua School of Business, Duke University*
 - *Jon Stonehouse, President, Chief Executive Officer, BioCryst*
- 3:00** Adjourn

Speakers

Michael Berger, PE, CPHIMS joined Affinity Health Plan as the Chief Analytics Officer in early 2015, responsible for analytics and data warehousing at a managed care organization, who with new leadership, believes information is a strategic asset and is worth investing in capabilities, tools and data quality. Berger was previously with Geisinger Health System, an integrated delivery network where he worked as the VP of Enterprise Analytics responsible for clinical enterprise BI, data warehousing and analytics initiatives. Prior to Geisinger, Berger worked at North Shore-LIJ Health System, another IDN, to develop an EDW, BI and Big Data strategy. Before that, Berger had also founded an internet startup, athleticdepartment.com, which offered a SaaS-based management system to college coaches to better recruit, train and manage their student-athletes through the complex compliance system of the NCAA. Prior to the startup, Berger worked in management and technology consulting for over a decade, both in the Big 6 (Accenture and Deloitte) as well as an independent – specializing in ERP systems and supply chain optimization.

Berger earned a B.S. in Industrial and Systems Engineering from the University of Southern California, a Minor in Operations Research with emphasis in the following areas: Communications and Accounting. He also attended the Harvard Graduate School of Public Health's – Healthcare Project Management Certification program (PMI).

Dr. Matthew J. Gymer serves as Corporate Director, Innovation at Novant Health. Gymer is responsible for ensuring the innovation practice empowers "The Remarkable Patient Experience" across the system's 13 hospitals, 350 physician practices, and numerous ambulatory services. Gymer has more than 15 years of innovation and operations experience, is a U.S. patent holder, and has led service line operations in banking, higher education, and manufacturing industries. Recognized as a national leader in consumer marketing and organizational design, Gymer holds advanced degrees from Case Western Reserve and Harvard University.

Rick Ingraham is the Founder and President, Sage Health Visions, LLC. Deciding it was time to leverage the opinions formed, lessons learned, and insight gained from 30+ years, Ingraham founded Sage Health Visions, LLC in 2015. A proven executive relationship builder, he has senior management experience in the health care, insurance, software, and regulatory industries. His



Berger



Gymer



Ingraham

insight into the opportunities for improved collaboration and coordination across the health care spectrum has served as a foundation for thought leadership throughout his career. In addition to his support of the Duke Fuqua Health Sector Advisory Council, he also serves on the advisory board of the Health Data Consortium, a collaboration among government, non-profit, and private sector organizations working to foster the ability and innovative use of data to improve health and health care. Ingraham is committed to carefully merging the left with the right brain ideas within the healthcare industry and communicating such with clarity and ease for action. He specializes in cohesive health analytics roll-out plans, maximizing data value and use, population health, fraud detection and patient-centered culture business models. "It is the mark of an educated mind to be able to entertain a thought without accepting it", said Aristotle. Without this ability, there can be no innovation, collaboration or compromise. Driving improvements in healthcare delivery, efficacy and efficiency demands nothing less.



Lee

Dr. Michael Lee is the Director, Clinical Informatics Atrius Health and a practicing physician at Dedham Medical Associates (DMA) in Norwood, MA. From 2003 - 2006 he was Chairman, Board of Trustees of Atrius Health, a collaboration of 5 medical groups in the Greater Boston area under the corporate not-for-profit parent. The member groups include Harvard Vanguard Medical Associates, Dedham Medical Associates, South Shore Medical Center, Southboro Medical Group and Granite Medical.

Atrius Health is a national leader in clinical quality and electronic patient record use, and cares for about 750,000 ambulatory patients. Lee led the installation of the electronic record at DMA and since 2007 has been the clinical leader of the platform for Atrius Health. He also directs a vibrantly growing patient portal with over 100,000 active members and led one of the largest installations for physicians of speech recognition software in the country. He serves on the Security and Privacy Workgroup of the State HIT council, which is establishing the Massachusetts Health Information Exchange.

Lee received his medical degree from McGill University and interned and did his residency in pediatrics at Tufts Medical Center. He has a BA-Engineering Sciences from Yale and an MBA from the University of Massachusetts.

Wafaa Mamilli is an Information Officer at Eli Lilly and Company leading Information and Technology for the Global Diabetes Business unit as well as Global Patient Outcomes and Real World Evidence. In her Diabetes leadership

role, Mamilli is a member of the company's Business unit leadership team and is accountable for developing and implementing the Information and Technology and digital innovation strategy for our Diabetes business to meet the diverse needs of people with diabetes by offering a comprehensive and complementary portfolio of innovative diabetes solutions. In her Real World Evidence role, Mamilli is in charge of strategy and operations of big data and Analytics platform to enable RWE across Lilly business units' and functions.

Mamilli started her career in Paris in consulting prior to joining Lilly France in 1995. Prior to her current position, she held several International leadership responsibilities across the Lilly value chain partnering with Drug Development, Manufacturing & Quality, Finance, HR, Corporate Affairs, Legal, Sales and Marketing to excel at supporting base operations while bringing digital innovative solutions to the business.

Mamilli embraces her international experience as she was born and raised in Morocco, lived in France, UK, and the Middle East before relocating her family to Indianapolis in 2008. She is married with 2 kids. Mamilli is multi-lingual and holds a Masters degree in Computer sciences from the INSEA (Engineering College in Rabat, Morocco) and a Masters degree from IFSIC, Rennes University in France as well as a General Management certificate from the London Business School.

Dr. Robert Mandel is the President of the Northeast Region, Activate Healthcare. Activate Healthcare's business model is to partner with employers to provide on-site or near-site clinics which activate patients and their families to take charge of their health and health care costs. Before joining Activate, Mandel served as President and CEO of Health Dialog, a wholly owned subsidiary of Rite Aid and a leading provider of care management, health care analytics, decision support, and health coaching. Prior to that, he was Senior Vice President of Health Care Services for Blue Cross Blue Shield of Tennessee where he was accountable for all medical spend for the Commercial and Established Market Business Unit, which included 2.5 million members. Mandel also spent more than nine years with Blue Cross Blue Shield of Massachusetts where he served in a number of roles, including Vice President of Health Care Services, Vice President of e-Health, Vice President of the Provider Enrollment and Services Division, Vice President of Health Care Services Administration and Medical Information, and Senior Medical Director of Provider Partnerships. He was a member of the initial leadership team of Health Central, a start-up, provider-sponsored HMO in Harrisburg, Pennsylvania, and held three different



Mamilli



Mandel

vice-president roles and served as Chief Medical Officer. His clinical experience is in the field of ophthalmology.

Mandel is a cum laude graduate of Princeton University and earned his Doctor of Medicine degree from The Johns Hopkins University School of Medicine. He also earned an MBA degree from the Wharton School at the University of Pennsylvania. He is a fellow of the American College of Surgeons and a member of the American Academy of Ophthalmology, the American College of Physician Executives, and the Massachusetts Medical Society.



Moe

Jeffrey Moe is an Executive in Residence and Adjunct Associate Professor, Fuqua School of Business, Duke University. Moe has led the Health Sector Advisory Council since its inception in 2002. His research focuses on incentives for research on rare and neglected diseases, health care delivery and financing innovation and the strategies of global pharmaceutical firms. Moe is a social psychologist and adult educator by training and has co-authored several papers with economists on novel incentives to encourage R&D on neglected diseases. Before joining the faculty at Duke, Moe was an executive at GlaxoSmithKline. Moe's most recent paper is a case study of the One Family Health "health posts" in Rwanda. Moe received his Ph.D. in Organization Development and Institutional Studies from the University of North Carolina at Chapel Hill.



Zink

Sherri Zink serves as the VP Medical Informatics for BlueCross BlueShield of Tennessee where she is responsible for leading the Informatics Center of Excellence and driving business value with state of the art analytics, actionable insights, and transformational data integration strategies. Zink has worked in the health insurance industry for 30 years. Prior to joining BCBST, she was VP of Reporting & Analytics at Optum, a UnitedHealth Group Company; there she was responsible for establishing the analytics and consultation strategy for the organization to demonstrate clinical program value and drive membership retention and growth. She had also previously worked as Director of Client Reporting & Chief Information Advisor at CIGNA Healthcare. Zink has earned a number of awards including the 2014 CIO Magazine Top 100 Most Innovative Award for the BCBST Custom 360 Reporting & Analytics Platform – Using IT effectively to drive business value.

HSAC Task Force Members

David Cannady is the Vice President of the Strategic Resource Group at Nashville, Tenn.-based, HCA, the nation's leading provider of healthcare services. His primary responsibility is overseeing an internal consulting group that provides consulting, advisory, and project management services for HCA corporate and field initiatives.

He joined HCA in 2002 from Cap Gemini Ernst & Young and has experience in hospital operations, strategic planning, and health care consulting. He is a current board member and immediate past board chair of Progress, Inc., a non-profit agency serving adults with development disabilities. He is a current member of the Health Sector Advisory Council at Duke University's Fuqua School of Business. Cannady earned a bachelor's degree from the University of North Carolina at Chapel Hill School of Public Health in 1988 and earned his MHA from Duke University Fuqua School of Business in 1992.

Jeff Henderson recently announced his retirement as the Chief Financial Officer of Cardinal Health, a position he has held since April 2005. In addition, Henderson has operational responsibility for the Cardinal Health wholly-owned subsidiary in China. He also served as Chief Executive Officer of the Healthcare Supply Chain Services business during an interim period in 2007-2008. Henderson will be retiring from Cardinal Health in August 2015.

Prior to joining Cardinal Health, Henderson was President and General Manager of Eli Lilly Canada Inc., and previously Vice President and Corporate Controller of Eli Lilly & Co. Henderson joined Lilly in 1998 as Vice President and Corporate Treasurer. Previously he held positions at General Motors Corp., including executive and managerial posts in Great Britain, Singapore, New York and Canada.

Henderson currently serves on the board of trustees for the Columbus School for Girls.

Henderson received his bachelor's degree in electrical engineering from Kettering University and an MBA from the Harvard Graduate School of Business Administration.



Cannady



Henderson



Kaminski

Tom Kaminski serves as General Manager, Enlighten Health Genomics. Kaminski is leading the launch of Enlighten Health Genomics, a new business within LabCorp focused on genome-wide analysis & interpretation. He has 15 years of health care and business experience having previously worked with Accenture, HCA, LabCorp, and Duke University in a variety of business, strategy, and marketing roles. Immediately prior to joining Enlighten Health Genomics, Kaminski spearheaded activities to launch the new Duke Institute for Health Innovation (DIHI). Kaminski has a BSE in Chemical Engineering from the University of Michigan and an MBA and Health Sector Management certificate from Duke's Fuqua School of Business with a concentration in Entrepreneurship & Innovation.



Pettit

Peggy Pettit is Executive Vice President at VITAS Healthcare. She has nearly 30 years of experience in hospice management and nursing.

She joined VITAS in 1983 as a registered nurse in the Broward County, Florida, program and quickly rose through the ranks, serving as a nurse, team manager, patient care administrator, and general manager.

In the mid-1990s, Pettit served as vice president for all VITAS hospice programs in California before moving to Miami in 1998 as the company's first vice president for patient & family services. She was promoted to executive vice president and chief operating officer in 2002—a position she held until 2011, when she assumed her current role.

Pettit has distinguished herself as an advocate for patients and families and as a mentor to VITAS managers, as well as to the nurses and other clinicians on the hospice interdisciplinary teams. She helped shape VITAS' initial response to the AIDS pandemic affecting adults and children in Sub-Saharan Africa through service on the founding Board of the Foundation for Hospices in Sub-Saharan Africa (FHSSA).

In her current role, Pettit continues to report to VITAS Chief Executive Officer Tim O'Toole and is involved with various national relationships such as the National Black Nurses Association, the End-of-Life Nursing Education Consortium (ELNEC), and those listed below.

Pettit is a longtime member of the National Hospice and Palliative Care Organization (NHPCO), and serves as co-chair of its Membership Committee. She also is a Board member of the Duke Institute on Care at the End of Life, and

was recently named to the Board of Community Home Accreditation Program (CHAP). Pettit also acts as a hospice expert advisor to the Joint Commission, and has worked in the past with the NHPCO Regulatory sub-committee. Pettit is a Certified Healthcare Compliance Professional.

David Ridley is the Dr. and Mrs. Frank A. Riddick Associate Professor of the Practice of Business and Economics. He is also the Faculty Director of the Health Sector Management program at Duke University's Fuqua School of Business. In his research, Ridley examines innovation, location, and pricing, especially in health care. To encourage innovation in medicines for neglected diseases, Ridley, with Henry Grabowski and Jeffrey Moe, proposed a priority review voucher prize. The prize became law in 2007. Ridley teaches courses on health care, economics, and strategy.



Ridley

Jon P. Stonehouse is the President and Chief Executive Officer for BioCryst Pharmaceuticals, Inc. A pharmaceutical executive for more than 20 years, he has strong commercialization, financial transaction, business development and management expertise. He most recently served as Senior Vice President of Corporate Development at Merck KGaA with responsibility for global licensing and business development, corporate mergers and acquisitions, corporate strategic planning and alliance management. Among his accomplishments, he was responsible for leading the effort to develop a strategy for Merck that significantly changed the company. This culminated with the acquisition of Serono, S.A., the largest biotechnology company in Europe at the time of the agreement.



Stonehouse

HSAC Task Force Terms of Reference

At the November 2014 Health Sector Advisory Council (HSAC) meeting, the members endorsed the creation of a Task Force (HSACTF) to explore how to create more value for the HSAC members.

HSACTF is charged to examine opportunities to create greater value:

1. How and when the HSAC members interacts (dates, topics, modes of communication)
2. Growing the membership (who else should be at our discussion table?)
3. New membership gift levels to allow a greater range of members (can we make the gift levels broader and more flexible to attract new members?)

To demonstrate the ideas the HSACTF will consider, David Cannady and Jeffrey Moe presented a series of “modest proposals” at the November meeting.

- Making greater use of existing content such as making audio files of meetings available post-meeting, and making audio or visual meeting summaries.
- HSAC “overtime” or “plus” for those that could not attend, which would include a webinar with HSM faculty/staff, and a selected speaker and member(s).
- More company specific projects that match Fuqua students and faculty with a business problem being faced by a member’s organization
- Help current Fuqua Health Sector Management students recruit Health Care Conference speakers

These modest proposals sparked a robust discussion of additional ideas for the HSACTF to review before the next meeting.

- Offer a half day program preceding the HSAC meeting that presents high interest material from a Fuqua course,
- Build meeting content around mega-trends or multi-year themes
- Involve Duke thought leaders from other departments and from other universities; also find trend setting practitioners
- New members could come from regulators/rule-makers, public private partnerships in health (Health Data Consortium, actors engaged in health data transparency (e.g. Castlight, Evolent Health), incubators (e.g. Rock Health, Health Box), chronic illness advocates, insurance advisories (e.g. Aeon), social entrepreneurs in health and their investors, digital sensor innovators (e.g. ginger-io), health information creators (e.g. Kaiser Family Foundations, Robert Wood Johnson Foundation), large employers active in healthcare reform, medical device, and biopharma.

The HSACTF members have individual areas of focus for their work.

- David Cannady – mega-trends/multi-year themes; chair the TF and integrate all recommendations
- Jeff Henderson – membership types, gift levels, frequency of meeting, and membership growth
- Peggy Pettit and Jon Stonehouse – enhancing meeting processes and content, as well as alternate modalities for content
- Tom Kaminski – student and alumni value creation; and David Ridley – increasing faculty engagement (Duke and non-Duke).

The Task Force will report its findings at the April 15-16 meeting which is certain to incite continuing discussion and recommendations to create more value for HSAC members.

Member Roster



Kelvin Baggett, *Chief Clinical Officer*
Tenet Healthcare Corporation

Robert I. Blum, *President and CEO*
Cytokinetics

Durga Bobba, *Executive Director, Global Marketing*
Amgen

William F. Borne, *Founder, CEO,*
Amedisys Home Health & Hospice, Inc.

David Cannady*, *Vice President,*
HCA Strategic Resource Group

Rose Cintron-Allen, *MBA Practice Lead Healthcare*
Industry Consulting
Teradata

Michael Crescenzi, *Senior Director, Global*
Immunology
Grifols

Michael Fath, *Senior Director, Global Marketing*
Grifols

Paula Garrett, *Senior Director, Alzheimer's Global*
Marketing
Eli Lilly and Company

Andrea Gelzer, *SVP and Chief Medical Officer*
AmeriHealth Caritas

Ruth Hancock, *Director, Palliative and Chronic Care*
HCR Manorcare

Jeffrey W. Henderson, *Chief Financial Officer*
Cardinal Health

Tom Kaminski, *General Manager*
Enlighten Health Genomics

Joy King, *Principal Consultant & Practice Lead*
Teradata

Adrian McKemey, *Practice Leader, Product*
Development and Commercialization, U.S. Consulting
Quintiles

Jonathan Meltzer, *Vice President*
Laboratory Corporation of America

Andrew Murray, *Head of Strategy and Business*
Development – Middle East & Asia Pacific
Cigna

Tim O'Toole, *Chief Executive Officer*
VITAS Healthcare

Peggy Pettit, *Executive Vice President*
VITAS Healthcare

David Price, *Representative*
Democrat, North Carolina
4th District, U.S. Congress

Mike Reed, *Vice President and General Manager*
Heartland Home Health & Hospice
HCR ManorCare, Inc.

Jinky Roselli, *Senior. Director, Global Business*
Intelligence and Customer Insight
United Therapeutics

Mark Salyer, *Executive Vice President and General*
Manager
Teva Specialty

Alex Sapir, *Executive Vice President, Marketing*
United Therapeutics

Ellen Sigal, *Chairperson and Founder*
Friends of Cancer Research

Jeffrey Spaeder, *Chief Medical and Scientific Officer*
Quintiles

Jon Stonehouse, *President and CEO*
BioCryst

Dan Sullivan, *Director, Payer Segments*
Amgen

***Health Sector Advisory Council Chair**

Duke University Affiliated Members

George Abercrombie

*Adjunct Associate Professor
Fuqua School of Business*

Robert Califf

*Director, Duke Translational Medicine Institute
Vice Chancellor for Clinical Research*

Thomas Denny

*Chief Operating Officer of the Duke Human Vaccine Institute (DHVI) and
The Center for HIV/AIDS Vaccine Immunology*

Henry Grabowski, Professor Emeritus

Economics Department

Ann Lore, Senior Manager, International Strategies

Duke Medical Global

Jeffrey Moe

*Executive in Residence & Adjunct Associate Professor
The Fuqua School of Business*

Richard Payne

*Esther Colliflower Professor of Medicine and Divinity
Duke Divinity School*

David Ridley

*Faculty Director, Health Sector Management
Professor of the Practice
The Fuqua School of Business*

Devdutta Sangvai, Associate Chief Medical Officer

Duke University Health System

Ralph Snyderman, Chancellor Emeritus

Duke University Health System

Don Taylor

*Professor, Sanford School of Public Policy
Duke University*

Peter Ubel

*Associate Director, Health Sector Management
Marketing and Public Policy
Marge and Dennis T. McLawhorn University Professor
The Fuqua School of Business*

2014-2015 Health Sector Management MBA Students

Andrea Readhimer

Heather Langerman

The health sector is increasingly intricate, dynamic and far-reaching – a global network of business, government, and non-profit entities that **impacts people and economies like no other**. The demand for and development of new health care products and services calls for leaders with both business acumen and **insight into the industry's complexities**. Equally critical is the need for **creative new approaches** to improve patient outcomes, access to care and cost management strategies.

Health Sector Management (HSM) at The Fuqua School of Business leverages Duke University's longstanding leadership in education, research, and clinical care to develop the leaders who will drive and innovate the health care industry. HSM layers the in-depth, interdisciplinary study of the global health sector onto Fuqua's world-class business management curriculum, providing rich, holistic and lasting learning experiences inside and outside the classroom.

Health Sector Management



HSM students work closely with faculty and industry leaders to explore and identify answers to health care's most fundamental and emerging issues, among them:

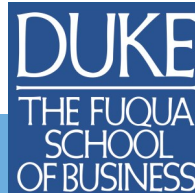
- Health Sector Economics
- Biopharmaceutical and Medical Device Strategy
- Health Systems Management
- Commercialization of Disruptive Innovations
- Health Care Law and Policy
- Financial Management of Health Care

With their understanding of the industry, highly applicable skills, and professional network, HSM graduates join noted public and private organizations to become health care leaders of consequence.



"Health care has a major impact on our well being and budgets. Furthermore, health care technology and regulation are always changing. In Duke's HSM program, we help you stay ahead of trends and provide fundamental tools of economics and strategy. With this knowledge you'll have opportunities to make important contributions in business and society."

David Ridley, PhD
Faculty Director, Health Sector Management
Dr. and Mrs. Frank A. Riddick Associate Professor of the Practice



The HSM Certificate is offered as part of the Day-time MBA, Weekend Executive, Cross Continent, and Global Executive MBA Programs.

HSM Students are exposed to a multitude of extra- and co- curricular events and programming that serve to augment their coursework and subsequently their knowledge within the health care industry.



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HSM Daytime Curriculum

Fuqua daytime students must complete six courses to earn the HSM certificate:

- Three required HSM courses.
- Three electives (minimum 9 credits).

Required Courses (Must complete all three)

Health Institutions, Systems, and Policy (HSM Bootcamp) - HLTHMGMT 710:

A detailed overview of the health care system's segments and stakeholders; analyzes the industry's evolution and on-going changes within the sector during the next century.

Health Care Markets - HLTHMGMT 711:

Economics and strategy of the challenges and opportunities faced by product manufacturers, insurers, health care providers, and hospitals.

Seminars in Health Care - HLTHMGMT 705, 706, and 707:

Duke Faculty and external industry experts explore the most current health care issues.

Elective Courses

More than twenty-five elective courses, including:

- | | |
|---|---|
| • Medical Device Strategy | • Fuqua Client Consulting Practica |
| • Biotech and Pharma Strategy | • Provider Strategy |
| • Duke University Hospital Project Course | • Health Law and Policy |
| • Health Policy & Management (Week in DC) | • Health Care Innovation & Entrepreneurship |



HSM EMBA Curriculum

Executive MBA students complete four required courses and two electives. EMBA courses are designed and delivered specifically for working professionals.

Required Courses (Must complete all four)

Health Institutions, Systems, and Policy (HSM Bootcamp) - HLTHMGMT 710:

See description above.

Health Care Markets - HLTHMGMT 711:

See description above.

Seminars in Health Care - HLTHMGMT 705 - 709:

See description above.

HSM Project Course - HLTHMGMT 897:

Capstone project that applies MBA skills and training to address a health sector business opportunity.

Elective Courses

See examples above. Please note, not all daytime elective courses are available to EMBA students.





For more information, visit www.fuqua.duke.edu

Health Sector Management

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