

Value-Based Health Care



Friday, April 6, 2018

**The Fuqua School of Business—Kirby Reading Room
100 Fuqua Drive, Durham, NC 27708**

8:00 am Light Breakfast

8:30 am Introduction and Discussion

What does “value-based care” mean for your organization?

- David Ridley, PhD
Faculty Director, Health Sector Management
The Fuqua School of Business, Duke University

9:15 am “Value-based care: What does the evidence tell us?”

- Robert Saunders, PhD
Research Director for Payment and Delivery Reform
Duke-Margolis Health Policy Center

10:00 am Break

Friday, April 6, 2018 (Cont'd)

10:15 am **Manufacturer Perspective**

- Peter Juhn, MD, MPH
Vice President and Head of Global Value-based Partnerships
Amgen

11:00 am **Provider Perspective**

- Devdutta Sangvai, MD, MBA
Associate Chief Medical Officer and Medical Director for DukeWELL
Duke University

11:45 am **Lunch**

12:45 pm **Global Perspective**

- Krishna Udayakumar, MD, MBA
Director
Duke Global Health Innovation Center

1:30 pm **Wrap Up**

- David Ridley, PhD

2:00 pm **Adjourn**

Speakers

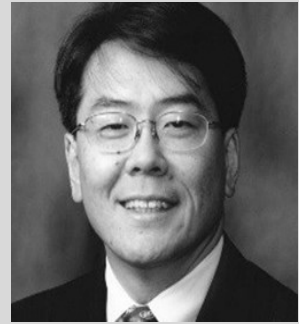
Peter Juhn, MD, MPH is Vice President and Head of Global Value-based Partnerships at Amgen. He is responsible for implementing partnerships with payers, care delivery organizations and other key healthcare stakeholders that can lead to more clinical improvement opportunities for patients with serious and debilitating illnesses and result in greater overall value for the healthcare system.

Most recently he was Vice President for Integrated Care Services in the Global Diabetes Division at Sanofi, where he was responsible for creating new patient service platforms and their attendant new business models. He led the business planning efforts for the Sanofi joint venture in diabetes with Verily (aka Google Life Sciences).

Prior to Sanofi, he was at Medco Health Solutions (at the time, the largest PBM with 65 million enrollees) as President of the Therapeutic Resource Centers division, leading a team of over 1000 pharmacists providing medication management support to Medco's members, and then as Chief Medical Officer of Medco International where he led the delivery of medication support programs for clients in the UK, Germany, Sweden and the Netherlands. Prior to that, he was Vice President of Evidence and Regulatory Policy at Johnson & Johnson, where he was responsible for evidence-based medicine at the J&J Corporate level. He was also Vice President of Health Improvement Resources, at WellPoint Health Networks, where he managed the disease management programs for all its operating units, including Blue Cross of California. He also held senior positions at Kaiser Permanente, including founding head of the Care Management Institute, which is Kaiser's corporate disease management and clinical policy division, and President and CEO of CareTouch, Inc., an e-health start-up venture.

He has a BA from the University of Chicago, an MD from Harvard Medical School, where he was a Charles A. Dana Foundation Scholar in Clinical Epidemiology, and an MPH from the University of Washington, where he was a Robert Wood Johnson Clinical Scholar. He completed his Internal Medicine residency at the University of Pennsylvania. He was an Instructor in Medicine at the University of Washington, School of Medicine and a Physician at the Seattle Veterans Administration Hospital. He attained Board Certification in Internal Medicine and has a current medical license in California.

He served as the industry representative on the Medicare Evidence Development and Coverage Advisory Committee (MEDCAC) at the Centers for Medicare and Medicaid Services (CMS), and served two terms on the Effective Healthcare Program Stakeholder Group at the Agency for Healthcare Research and Quality (AHRQ) in the U.S. Federal Department of Health and Human Services. He was the Coordinator of the manufacturer sector for the Institute of Medicine (IOM) Roundtable on Evidence-based Medicine and edited the manufacturer sector's statement on EBM in the IOM publication: Leadership Commitments to Improve Value in Health Care.



Juhn



Ridley

David Ridley, PhD is the Dr. and Mrs. Frank A. Riddick Professor of the Practice of Business. He is also the Faculty Director of Duke's Health Sector Management program.

In his research, Dr. Ridley examines innovation and pricing in health care. To encourage development of new treatments for neglected diseases, Dr. Ridley, with Jeffrey Moe and Henry Grabowski, proposed a priority review voucher prize which became law in the United States in 2007. Dr. Ridley's research appears in economics journals (Journal of Public Economics), medical journals (Journal of the American Medical Association), and scientific journals (Nature Reviews Drug Discovery). He teaches daytime and executive MBA students. He received a PhD in economics from Duke University in 2001.



Sangvai

Devdutta Sangvai, MD, MBA is Executive Director of Duke Connected Care, an Accountable Care Organization (ACO) serving patients in Medicare and other health insurance programs. He is also Associate Chief Medical Officer for Duke University Health System and leads the Population Health Management Office (PHMO) at Duke. His work focuses on alternative payment models, care redesign, care management, new models of care, and new models of payment. Dr. Sangvai is Associate Professor of Family Medicine, Pediatrics, and Psychiatry at Duke University Medical Center and Vice Chair for Quality and Safety in the Department of Community & Family Medicine.

Originally from Ohio, Dr. Sangvai has been at Duke since 2003. Prior to his role as Associate CMO, he was Chief of Family Medicine at Duke, where he oversaw a busy academic practice, training program, and student programs. His clinical practice focuses on primary care and the diagnosis and treatment of eating disorders.

Dr. Sangvai is significantly involved in leadership and organized medicine both locally and nationally. He is a Past President of the North Carolina Medical Society (NCMS) and has served in national leadership roles with the American Medical Association where he was Chair of the Young Physician Section and the Association of American Medical Colleges where he served on the Executive Council for 4 years. He is a Certified Physician Executive with the American Association for Physician Leadership and a Fellow of the American Academy of Family Physicians. Dr. Sangvai serves on the North Carolina Medical Care Commission as a Governor appointee. In 2015 Dr. Sangvai was selected by the Libraries/Foundations of President George W. Bush and Bill Clinton as a Presidential Leadership Scholar, a program that identifies individuals with potential to have impact on community and country.

Dr. Sangvai is a graduate of the Ohio State University (BS), Medical College of Ohio (MD), and Duke University (MBA).

Robert S. Saunders, PhD is a Research Director, Payment and Delivery Reform at Duke-Margolis. In this role, he manages the Center's portfolio for payment and delivery reform initiatives, including bringing together faculty from across the University for developing the strategic vision in this area. He also leads specific projects in digital health technologies, evaluation of new payment policies, and federal physician payment reforms.

Prior to joining Duke-Margolis, Dr. Saunders was a Senior Director and then Senior Advisor to the President of the National Quality Forum, where he managed a large federally-funded project that provided recommendations on more than 200 quality measures for 20 different federal programs in a period of two months. As Senior Advisor, he directed special projects on topics including data, payment reform, systems engineering, and future of healthcare quality measurement. There, he authored targeted communications to translate the organization's technical work for a broad audience, including journal perspectives, white papers, and blogs and supported the development of new funding opportunities, including developing relationships with foundations and authoring concept papers and proposals. He was previously Senior Program Officer at the Institute of Medicine and managed health care legislative affairs for Representative Rush D. Holt.



Saunders

Krishna Udayakumar, MD, MBA leads multiple initiatives at Duke in the fields of health innovation and globalization of healthcare. He is the founding Director of the Duke Global Health Innovation Center, focused on generating deeper evidence and support for the study, scaling, and adaptation of health innovations and policy reforms globally. He is also Executive Director of Innovations in Healthcare, a non-profit co-founded by Duke, McKinsey & Company, and the World Economic Forum, leading the organization's work to curate and scale the impact of transformative health solutions globally.

As Head of Global Innovation for Duke Health, Dr. Udayakumar is responsible for the development and implementation of global strategy as well as global business development for Duke Health, across healthcare delivery, biomedical sciences research, and health professions education and training.

At Duke University, Dr. Udayakumar holds the rank of Associate Professor of Global Health and Medicine, and is Associate Professor at Duke-NUS Medical School Singapore. His work has been published in leading academic journals such as the New England Journal of Medicine, Health Affairs, and Academic Medicine.

Born in Bangalore, India, Dr. Udayakumar spent his childhood in Virginia, and is a Phi Beta Kappa graduate of the University of Virginia, with a bachelor's degree in interdisciplinary studies with distinction. He received both an MD and an MBA (with a concentration in Health Sector Management) from Duke University, where he was a Fuqua Scholar. Dr. Udayakumar completed his residency training in internal medicine at Duke and served as Assistant Chief Resident at the Durham VA Medical Center before joining the faculty of Duke University.



Udayakumar



Member Roster

Robert I. Blum

President and CEO
Cytokinetics

Paula Garrett

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

Ruth Hancock

Director, Palliative and Chronic Care
HCR Manorcare

Shaun Horrigan

Director, Value Marketing
Amgen

Tom Kaminski

Senior Vice President, Corporate Strategy
Laboratory Corporation of America

Jim Kinser

Assistant Vice President, Bundled Payments
HCA Healthcare

Jonathan Meltzer

Vice President
Laboratory Corporation of America

David Price

Representative
U.S. Congress

Mike Reed

Vice President and General Manager
Heartland Home Health & Hospice, HCR Manorcare

Jeff Reiersen

Global Marketing, Strategy, & Business Dev Leader
Medtronic

Rina Shah

Vice President, Clinical Programs
Beacon Laboratory Benefit Solutions, Inc.

Dan Sullivan

Executive Business Director, US Value & Access
Amgen

Bernie Tobin

President
Crescendo Bioscience

Duke University Affiliated Members

George Abercrombie, MBA

*Adjunct Associate Professor
The Fuqua School of Business*

Bill Boulding, PhD

*Dean and Professor of Marketing
The Fuqua School of Business*

Paula Greeno, MBA

*Associate Dean, Health Sector Management
The Fuqua School of Business*

Mark McClellan, MD, PhD

*Director, Duke-Robert J. Margolis Center for
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Duke University*

Jeffrey Moe, PhD

*Professor of the Practice of Global Health
Duke Global Health Institute*

Richard Payne, MD

*Professor of Medicine and Divinity
Duke University Divinity School*

Arti Rai, JD

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*Professor
Duke University School of Public Policy*

Peter Ubel, MD

*Professor of Business and Policy
The Fuqua School of Business*

Krishna Udayakumar, MD, MBA

*Head of Global Innovation
Duke Medicine*

Fall 2017 Meeting: Health Care Consumerism

"Health Care Consumerism" was the topic of the Health Sector Advisory Council (HSAC) meeting held on November 3, 2017 at the JB Duke Hotel. The session opened with members describing what health care consumerism meant in their lives and businesses. The meeting then featured several presentations.

Brian Caveney, MD, JD, current Chief Medical Officer of LabCorp and former Chief Medical Officer of Blue Cross Blue Shield of North Carolina, discussed health care consumerism successes and failures. Members debated about whether reference pricing for hospital services had led to meaningful reduction in health care spending. Dr. Caveney showed off how he uses his iPhone to refract his eyes and purchase contact lenses without seeing an optometrist.



Secretary Mandy Cohen, MD, of the N.C. Department of Health and Human Services, spoke of broadening the definition of health care to improvements in a person's living environment, such as replacing carpets and air filters for children with asthma. She also spoke of encouraging more doctors to follow recommendations from Choosing Wisely, without being punitive. Peter Ubel, MD, Professor of Business, Policy, and Medicine at Duke University then shared his research on decision making by patients and health care providers.



Finally, the HSAC members joined members of Fuqua's Board of Visitors for a lunch discussion. David Ridley, PhD, Faculty Director of Health Sector Management, interviewed a panel of health care leaders. Panelists included Mark McClellan, MD, PhD, Director of the Duke Margolis Center for Health Policy; David Snow, CEO of Cedar Gate Technologies; and Joseph Swedish, CEO of Anthem.

Health Sector Management

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 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.

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 industry leaders making a difference in healthcare.



"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 Professor of the Practice

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SCHOOL OF BUSINESS

The HSM Certificate is offered as part of the Daytime MBA, Weekend Executive MBA, 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.

HSM
Duke Health Sector Management

Health Sector Management
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The Fuqua School of Business
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Durham, NC 27708-0120 USA

Tel: 919.660.7989
Email: hsm@fuqua.duke.edu

www.fuqua.duke.edu/HSM

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 and 706:

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
- Biotech and Pharma Strategy
- Duke University Hospital Project Course
- Health Policy & Management (Week in DC)
- Fuqua Client Consulting Practicum
- Provider Strategy
- Health Law and Policy
- 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.