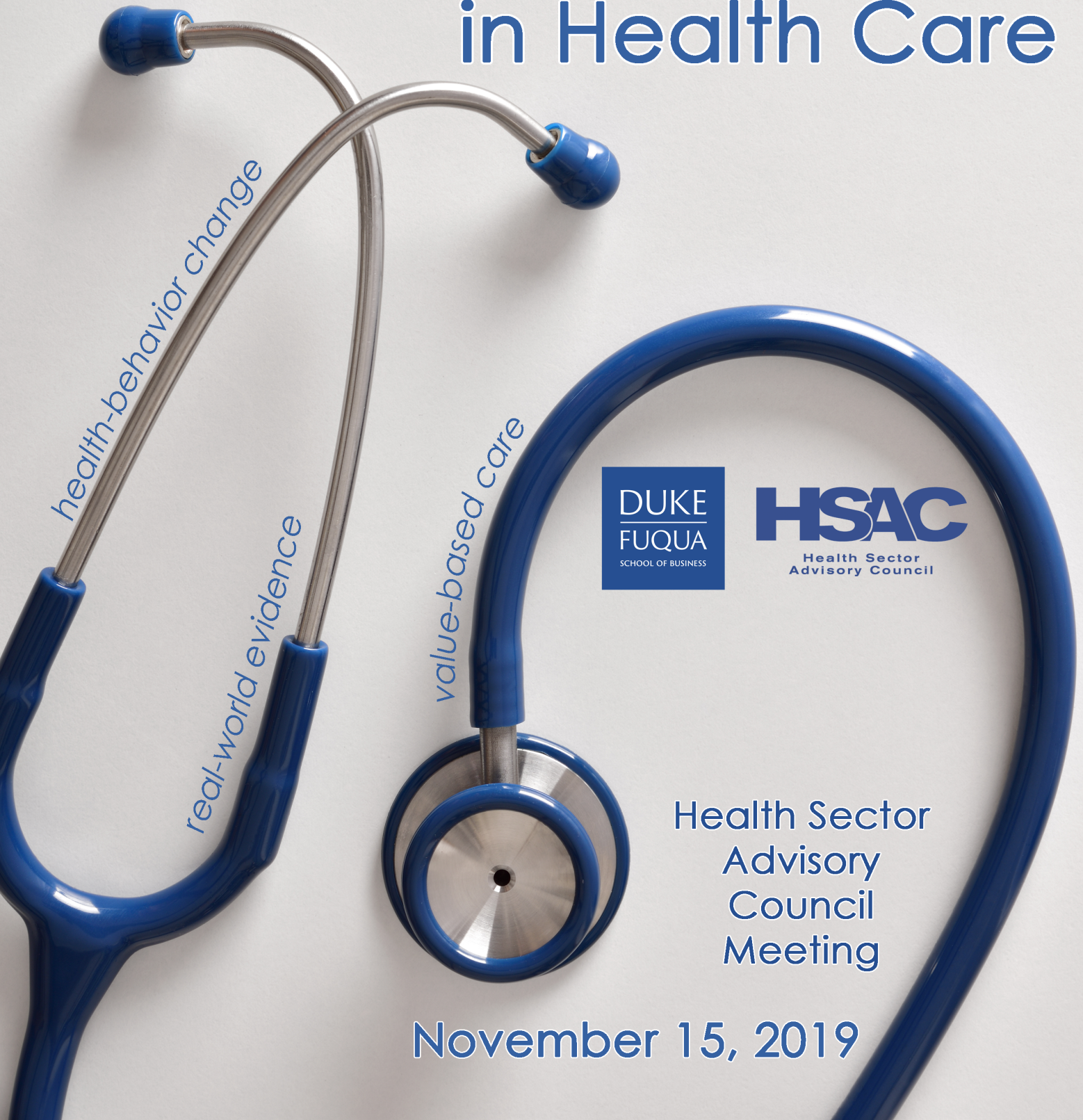


Successful New Business Models in Health Care



health-behavior change

real-world evidence

value-based care



Health Sector
Advisory
Council
Meeting

November 15, 2019

Friday, November 15, 2019

**JB Duke Hotel - Meeting Room C
230 Science Drive
Durham, NC 27708**

8:00 a.m. **Light Breakfast**

8:30 a.m. **Welcome and Introductions**

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

9:00 a.m. **Value-Based Care**

Case Studies of Successful Accountable Care Organizations
Rob Saunders, PhD
Research Director, Payment and Delivery Reform
The Duke-Margolis Center for Health Policy

Insights from an Accountable Care Organization
Annette DuBard, MD, MPH
Vice President of Clinical Strategy
Aledade

10:00 a.m. **Break**

10:20 a.m. **Evidence and Action**

Evidence-Based Health Care
Mark Montoney, MD, MBA
Chief Medical Officer
Contessa Health

Real-World Evidence
Eric Barrette, PhD, MA
Director, Global Health Policy, Reimbursement and Health Economics
Medtronic

11:30 a.m. **Lunch**

12:30 p.m. **Health Behavior Change**

Charlene Wong, MD, MSHP
Assistant Professor of Pediatrics and Public Policy
Duke University School of Medicine

1:30 p.m. **Wrap Up**

2:00 p.m. **Adjourn**

Speakers

Eric Barrette, PhD, MA is Director, Global Health Policy, Reimbursement and Health Economics at Medtronic where he provides scientific leadership and technical expertise in support of projects related to health economics and outcomes research and health policy evaluations.

Prior to joining Medtronic, he was the Director of Research at the Health Care Cost Institute (HCCI), a non-profit research organization that maintains a national database of private claims data for public reporting, research, and price transparency. He previously worked at an economic consulting firm on topics related to pharmaceutical pricing, hospital competition, insurer mergers, geographic variation in health care utilization, provider practice patterns, and Medicare Advantage plan pricing.

Barrette holds a PhD in Health Services Research, Policy and Administration from the University of Minnesota and an MA in Economics from the University of Arizona. He has taught classes at Northwestern University's Kellogg School of Management and University of Minnesota's Carlson School of Management on health analytics and medical technology evaluation methods.

Annette DuBard, MD, MPH is the Vice President of Clinical Strategy for Aledade, a company committed to helping independent primary care practices thrive under new models of value-based care. Her work has focused on health care delivery innovation and practical application of technology to improve the care of patients and populations.

Prior to joining Aledade, she directed population health informatics for Community Care of North Carolina, supporting nationally renowned Medicaid care management and quality improvement programs.

She is a graduate of the Johns Hopkins University School of Medicine, and completed residencies in family medicine and preventive medicine, and a master's degree in health policy and administration at the University of North Carolina at Chapel Hill.

DuBard's experience includes several years of full time clinical practice in the community health center setting, and her academic work has appeared in *JAMA*, *Health Affairs*, *American Journal of Managed Care*, and other leading public health and primary care journals.



Barrette



DuBard



Montoney

Mark R. Montoney, MD, MBA is the Chief Medical Officer of Contessa Health where he oversees clinical operations for patients in a progressive home recovery care program. Prior to Contessa Health, he served as the Chief Medical Officer of Tenet Healthcare where he led a network of regional physician executives and collaborated with nursing leadership in driving clinical performance and high quality patient care. Montoney joined Tenet through its acquisition of Vanguard Health Systems, where he was the Chief Medical Officer. At Vanguard, he was responsible for system-wide clinical quality improvement, patient safety, physician alignment strategies and value-based health care delivery. Prior to Vanguard, he was the Chief Medical Officer of OhioHealth where he also practiced internal and geriatric medicine for a number of years.

Montoney graduated Magna Cum Laude from Case Western Reserve University with a BA in Psychology and received his medical degree from the University of Cincinnati College of Medicine. He also holds an MBA from Regent University in Virginia. He lives in Arrington, Tennessee with his wife Amy, and they have three grown children, Nick, Hannah and Taylor.



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. Ridley teaches in the daytime MBA, executive MBA, and Health Analytics programs. He received a PhD in economics from Duke University in 2001.

In his research, Ridley examines innovation and pricing in health care. To encourage development of new treatments for neglected diseases, Ridley (with Jeff Moe and Henry Grabowski) proposed the priority review voucher program which became law in the United States in 2007. Total voucher sales have exceeded one billion dollars. 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*).

Robert S. Saunders, PhD is Research Director, Payment and Delivery Reform at Duke-Margolis. In this role, he directs a portfolio of payment and delivery reform initiatives, which focus on ACOs, alternative payment models for specialty care, new payment and delivery approaches for serious illness care, and translating evidence to policy-relevant options.

Prior to joining Duke-Margolis, 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 has previously served as an adjunct professorial lecturer at American University and the Duke University Program in Medical Physics. He served on the Duke University Board of Trustees from 2005-2007. He earned his BS in Physics from the College of William and Mary and completed his PhD in physics and a Postdoctoral Fellowship in Medical Physics at Duke University.

Charlene Wong, MD, MSHP is an adolescent medicine pediatrician and health services researcher. Her clinical and research expertise is in working with adolescents and young adults to improve their health and well-being. She studies health-related behavior change and health engagement, leveraging principles from behavioral economics, employing youth and person-centered research methodologies, and informing health policy.

She is an assistant professor of pediatrics and public policy at Duke University, and faculty in the Duke-Margolis Center for Health Policy and Duke Clinical Research Institute. She co-directs the Behavioral Research Intervention Science Center and is the Program Director in the Duke Children's Health & Discovery Initiative for health behaviors and needs research.

Wong also serves as the Associate Program Director for the National Clinical Scholars Program at Duke. Prior to joining Duke, she completed her adolescent medicine and Robert Wood Johnson Foundation Clinical Scholars fellowships at the University of Pennsylvania and Children's Hospital of Philadelphia.



Saunders



Wong

Speaking in lieu of Mark Montoney

Scott Frederick, RN BSN MSHI is the Senior Vice President of Clinical Integration and Informatics for Contessa. Prior to Contessa, Frederick was the Executive Director of Clinical Insight for PointClear Solutions, where he led project teams designing and building clinical and administrative applications. Before joining PointClear Solutions, Frederick served as a Senior Associate for Dearborn Advisors, a health care professional services firm focused on health care technology and process improvement.

Frederick graduated from the University of Mississippi with a Bachelor of Business Administration and from Grand View University with a Bachelor of Science in Nursing. He also hold a Master of Science in Health Informatics from the University of Alabama at Birmingham. He lives in Hoover, Alabama with his wife Lisa and their son, Doug.



Frederick



Health Sector
Advisory Council
Spring 2019

HSAC Members

Durga Bobba

Vice President, Global Franchise General Manager, CV
Cytokinetics

Brian Caveney

Chief Medical Officer
Laboratory Corporation of America

Paula Garrett

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

Ruth Hancock

Director, Palliative and Chronic Care
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Faculty Director, Health Sector Management
Dr. and Mrs. Frank A. Riddick Professor of the Practice
The Fuqua School of Business

Devdutta Sangvai

Associate Chief Medical Officer
Associate Professor, Community and Family Medicine
Duke University Health System

Wendy Sanhai

Adjunct Associate Professor
Duke University Health System

Frank Sloan

J. Alexander McMahon Professor Emeritus of Health
Policy and Management
Duke University Sanford School of Public Policy

Don Taylor

Director, Social Science Research Institute
Professor, Public Policy
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Peter Ubel

Madge and Dennis T. McLawhorn University Professor
Professor of Business, Public Policy and Medicine
The Fuqua School of Business

Krishna Udayakumar

Associate Professor, Global Health and Medicine
Director, Global Health Innovation Center
Duke Global Health Institute

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 health care.



"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

DUKE
FUQUA
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 healthcare industry.

HSM
Duke Health Sector Management

Health Sector Management
Duke University
The Fuqua School of Business
100 Fuqua Drive, Box 90120
Durham, NC 27708-0120 USA

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

www.hsm.duke.edu

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 Analytics & Innovation



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 - 707:

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.



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

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