

Transforming Healthcare Payment

November 17, 2023



Health Sector Advisory
Council Meeting



Duke Fuqua School of Business

The JB Duke Hotel - Ballroom

230 Science Dr, Durham, NC 27708

November 17, 2023

8:30 a.m. **Light Breakfast**

9:00 a.m. **Welcome and Updates**

David Ridley

Faculty Director, Health Sector Management

The Fuqua School of Business

Bill Boulding

Dean

The Fuqua School of Business

9:10 a.m. **Introductions**

9:30 a.m. **Mark McClellan**

Director and Robert J. Margolis, MD, Professor of Business, Medicine and Policy

Duke-Margolis Center for Health Policy

Discussion

10:30 a.m. **Break**

10:45 a.m. **Elizabeth DelGrosso**

Vice President, Strategy, Partnerships & Product

CareAllies

Discussion

11:30 a.m. **Marion Couch**

CEO

IntroValue

Discussion

12:00 p.m. **Jeremy Petranka**

Senior Associate Dean, EMBA & Quantitative Management Programs

The Fuqua School of Business

Questions

12:15 p.m. **Concluding comments**

David Ridley

Adjourn

12:20 p.m. **Lunch in the JB Duke Market Place**

Speakers

in Alphabetical Order



Bill Boulding, PhD

**JB Fuqua Professor of Business Administration and Deputy Dean
at The Fuqua School of Business**

Bill Boulding is the JB Fuqua Professor of Business Administration and Deputy Dean at The Fuqua School of Business, Duke University.

William “Bill” Boulding is an accomplished scholar with a passion for helping advance business as a force for good.

He has advocated at the top levels of government, industry and academia for ways that enable business to improve society. Bill’s strong belief in creating future business leaders who have the ability to bring people who are very different together to work toward a common goal led to the school’s number-one ranking by *Bloomberg Businessweek* in 2014.

Bill served as a member of the World Economic Forum’s Council on Values and the board of the Graduate Management Admission Council (GMAC®), which is the organization that administers the GMAT exam. He is currently chair of the Board of Directors of Duke Corporate Education, board member of The New York Climate Exchange, and serves on Swarthmore College’s Board of Managers.

Bill received his BA in Economics from Swarthmore College and his PhD in Managerial Sciences and Applied Economics from the Wharton School, University of Pennsylvania.

Speakers



Marion Everett Couch, MD, PhD, MBA
CEO
IntoValue LLC

Marion Everett Couch brings a unique perspective to improving health care. Currently, Marion serves as CEO at IntoValue LLC, a company committed to helping employers and medical groups move towards paying for value in health care. Prior to this role, she was the Senior Vice President of Health Care Services and the Chief Medical Officer at Cambia Health Solutions which administers the Regence Blue Cross Blue Shield (BCBS) health insurance plans that span four states and serves 3.1 million members. She led medical strategy for all of Cambia and provided executive operational leadership for all the Regence BCBS plans.

Prior to this role, Marion was the Senior Medical Advisor (career) in the Office of the Administrator at the CMS in Washington, DC. She reported directly to the Administrator to work on policy creation, improvements in quality programs, and national coverage decisions. Marion was also involved in developing value-based payment models in the Center for Medicare and Medicaid Innovation (CMMI).

She began her career as a faculty member at Johns Hopkins Hospital. Marion has previously served as the Chair of the Board for a large academic medical group practice. She has been a physician executive in two large medical groups, the Chair of two surgical departments, Surgeon-in-Chief at an academic medical center, and President of two national professional medical societies.

Marion is a trained surgeon who completed her residency training was at Johns Hopkins Hospital. Her MBA degree is from the Duke University Fuqua Business School. She is currently an Adjunct Professor in the Duke University School of Medicine.

Speakers



Elisabeth DelGrosso, MBA
Vice President, Strategy, Partnerships and Product
CareAllies

Elisabeth DelGrosso is Vice President, Strategy, Partnerships and Product for CareAllies, a Cigna company that focuses on helping providers on their journey to Value-Based Care (VBC) across all health plan lines of business. In this role, she has oversight for overall strategic direction and Enterprise partnerships for all CareAllies business areas as well as the packaging and positioning of its client service offerings.

Elisabeth joined CareAllies in 2017 shortly after it was founded and has been instrumental in shaping the organization into its current state and future direction, particularly leading alignment of its strategy with Cigna Enterprise needs, provider client-facing strategic initiatives such as formation of strategic alliances and joint ventures, as well the build out of key functions and corresponding teams to create organizational strategy and operational readiness for growth.

Prior to joining CareAllies, Elisabeth served as Chief of Staff to the President of the Client Organization at athenahealth during its post-IPO rapid growth period. As Chief of Staff, she led the internal strategy, planning, and management of that growth for the client-facing division that encompassed sales, account management, customer support, and implementations. She began her career in strategy consulting for providers, primarily focused on national and regional mergers and acquisitions, affiliation partnerships, strategic planning, and physician-hospital alignment.

Elisabeth holds a Master's degree in business administration with a focus on Strategy and Health Sector Management (HSM) from Duke University and a Bachelors of Arts degree in Public Health Studies from Johns Hopkins University. She lives in the greater Princeton area of New Jersey and is a Duke-UNC house divided with her husband, who is a Tar Heel, and two young sons, who she plans to be Duke fans!

Speakers



Mark McClellan, PhD

**Director and Robert J. Margolis, M.D., Professor of Business,
Medicine and Policy
Duke-Margolis Center for Health Policy**

Mark McClellan is Director and Robert J. Margolis, MD, Professor of Business, Medicine and Policy at the Duke-Margolis Center for Health Policy at Duke University. He is a physician-economist who focuses on quality and value in health care, including payment reform, real-world evidence and more effective drug and device innovation. At the center of the nation's efforts to combat the COVID-19 pandemic, the author of COVID-19 response roadmap, and co-author of a comprehensive set health policy strategies for COVID vaccines, testing, and treatments, Mark and his Duke-Margolis colleagues are now focused on health policy strategies and solutions to advance the resilience and interconnectedness of 21st Century public health and health care .

Mark is a former administrator of the Centers for Medicare & Medicaid Services and former commissioner of the US Food and Drug Administration, where he developed and implemented major reforms in health policy.

Mark is an independent board member on the boards of Johnson & Johnson, Cigna, Alignment Healthcare, and Prognom IQ; co-chairs the Guiding Committee for the Health Care Payment Learning and Action Network; and serves as an advisor for Arsenal Capital Group, Blackstone Life Sciences.

Speakers



Jeremy Petranka, PhD
Senior Associate Dean for
Executive MBA & Quantitative Management Programs,
Associate Professor of the Practice
Fuqua School of Business

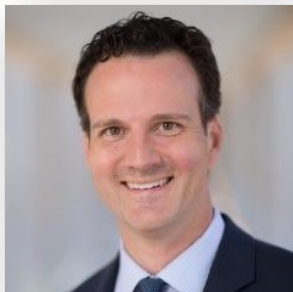
Jeremy Petranka is the Senior Associate Dean for Executive MBA and Quantitative Management Programs and an Associate Professor of the Practice in the Fuqua School of Business.

He received his PhD in Economics from UNC Chapel Hill in 2009, and has since taught undergraduates and MBA students at Indiana University's Kelley School of Business and UNC Chapel Hill.

Prior to his career in academia, Jeremy worked as a management consultant, working with multiple Fortune 100 companies to align their information technology with their business strategies, focusing heavily on the role of data within the organizations.

His work now focuses on the intersection of business and academics, specifically targeting how economics informs managerial decision-making and business strategy.

Speakers



David Ridley, PhD

**Faculty Director for the Center for Health Sector Management
Fuqua School of Business**

David Ridley is the Faculty Director for the Center for Health Sector Management at Duke University's Fuqua School of Business. David is dedicated to creating innovative policy and business tools to address health care problems. He focuses on incentives for innovation and quality, as well as pricing.

David and his colleagues have published two papers that became law. In 2006, David (with Jeffrey Moe and Henry Grabowski) proposed the Food and Drug Administration's priority review voucher program. In 2017, David (with Jeffrey Moe and Nick Hamon) proposed the Environmental Protection Agency's vector expedited review voucher program. His research has been supported by the Bill & Melinda Gates Foundation and the National Institutes of Health.

David teaches courses on health care policy and business strategy to Duke University graduate students. He earned his doctorate in economics from Duke University.

Current HSAC Members

Adarsh Babu

Worldwide Product Director
DePuy Synthes

Charles Bass

Senior Director
Global Commercial Strategy Neuroscience
Janssen Pharmaceutical

Durga Bobba

Vice President, Vaccines Commercialization Lead
GSK

Bradley Campbell

President, & Chief Executive Officer
Amicus Therapeutics

Brian Caveney

President, LabCorp Diagnostics, & Chief Medical Officer
Laboratory Corporation of America

Brad Hirsch

Head of Product & Implementation
Verily

Shaun Horrigan

Executive Director, Head of Sales & Marketing, Neuroscience
Amgen

Jim Kinser

Assistant Vice President, Strategy & Innovation
HCA Healthcare

Christopher Martin

President
American Health Associates

Robert Paz

Associate Vice President—R&D Finance
Eli Lilly

David Price

Former Representative
US Congress

Jeff Reiersen

General Manager, Emergency Care Home &
Public Category Leader
Philips

Katie Robinson

Vice President of Global Marketing
Medtronic

Dan Sullivan

Executive Director, US Value & Access
Amgen

Bernie Tobin

General Manager
Natera

Duke University Affiliates

George Abercrombie

Adjunct Professor
Duke Fuqua School of Business
Former CEO, Roche
HSAC Co-Founder

Bill Boulding

Dean
J.B. Fuqua Professor of Marketing
Duke Fuqua School of Business

Henry Eyring

Assistant Professor
Duke Fuqua School of Business

Mary Frances Luce

Associate Faculty Director
Center for Health Sector Management
Robert A. Ingram Professor of Business
Duke Fuqua School of Business

Mark McClellan

Director, Duke-Margolis Center for Health Policy
Professor of Business, Medicine and Policy
Duke University

Jeffrey Moe

Professor of the Practice of Global Health
Duke Global Health Institute
HSAC Co-Founder

Arti Rai

Faculty Director, Duke Law Center for Innovation Policy
Elvin R. Latty Professor of Duke Law
Duke University School of Law

David Ridley

Faculty Director
Center for Health Sector Management
Dr. and Mrs. Frank A. Riddick Professor of the Practice
Duke Fuqua School of Business

Devdutta Sangvai

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

Erica Taylor

Associate Chief Medical Officer, Private Diagnostic Clinic
Chief of Surgery, *Duke Raleigh*

Krishna Udayakumar

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

Charlene Wong

Assistant Secretary for Children and Families, NCDHHS
Associate Professor, Pediatrics
Duke University Health System

Center for Health Sector Management



HSM

Health care has been an important part of Duke University for nearly 100 years. Through strong collaborative efforts, the Center for Health Sector Management (HSM) at the Fuqua School of Business supports students by offering curricular and extra-curricular **academic programming**, sharing **faculty research**, and fostering **industry connections**.

The Center leverages Duke University's longstanding leadership in education, research, and clinical care to develop leaders who will drive and innovate the health care industry. The Center includes students in all programs who strive to strengthen their knowledge of health care during their time at Fuqua, as well as Fuqua alumni.



Academic & Student Programming

- ◆ The HSM Certificate is offered to students in all MBA programs to deepen their knowledge of health care. The certificate layers the study of the health sector onto Fuqua's world-class business management curriculum.
- ◆ Academic courses in health management are offered to all Fuqua students interested in health care.



Faculty Research

- ◆ Affiliated HSM Faculty are thought leaders in the health care sector. The Center shares notable faculty research with students in the weekly *HSM Digest*.
- ◆ The Center provides opportunities throughout the year to engage with faculty outside of the classroom and dive deeper into current health care trends.
- ◆ HSM has a strong relationship with the Duke-Margolis Center for Health Policy and informs students about their events, research, and policy analysis through the *HSM Digest*



Industry Connections

- ◆ Through the *HSM Speaker Series*, executives meet with students to discuss trends in the health care industry, challenges faced, and future directions for the sector.
- ◆ The Health Sector Advisory Council (HSAC) is managed by HSM Faculty Director David Ridley and convenes twice each year to foster interaction with executives, professors, and policy makers.
- ◆ The Health Care Alumni Advisory Board (HCAAB) strengthens the professional and personal development of Fuqua alumni in the health care community.

Health Care Related Clubs @ Fuqua



The Duke MBA Health Care Club (HCC) is one of the largest professional student-led clubs at Fuqua. With more than 250 members, the HCC is dedicated to educating members on career opportunities and industry trends throughout all facets of the health sector. Club members provide a forum for individuals to interact with industry professionals and alumni from prominent health care organizations. The Duke MBA Health Care Club also supports student networking and career preparation through social and professional events.

The annual Duke MBA Health Care Conference features industry-leading keynote speakers and breakout panels on the future of the health care industry. Recent topics include: Advancing Health Care Access for All, Bending the Cost Curve in Health Care, and Innovation and Disruption: Technology's Role in Transforming Health Care.



The Health Provider Association (HPA) is a diversity organization at Fuqua dedicated to understanding and highlighting provider perspectives and the importance of health care.

Association members celebrate the interdependence between clinical health care providers and business leaders in the health care industry. They are not solely health care providers, but rather a diverse group passionate about effective collaboration with providers. The HPA also focuses on building “community” within Fuqua and connecting Fuqua and connecting to the broader Duke clinical community.

Anyone interested in learning more about health care providers and their role in the healthcare landscape is encouraged to join. Past events and discussions have included payers, telemedicine, and health IT. Their signature event each year is the “Day @ DUH” – a summit series with the Duke University Health System (DUHS) where distinguished speakers reveal the inner workings of Duke’s outstanding research hospital.

What is the difference between the Health Provider Association and the Health Care Club?

The Health Provider Association (HPA) focuses strictly on provider-related matters, while the Health Care Club (HCC) focuses on *all* facets of health care (i.e., payers, pharmaceutical companies, providers, etc).

The HPA educates members about the provider space and fosters positive working relationships between future business leaders and health care providers. The HCC dedicates many of its resources to educating members on the recruiting process, career opportunities, and industry trends in the health sector.

Spring HSAC Meeting

Transforming Healthcare through Digital Innovation —April 2023 in Durham, NC



Spring HSAC Meeting





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

Center for Health Sector Management

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