

# Health Sector Advisory Council Meeting

NOVEMBER 15, 2024



## **ALTERNATIVE HEALTH CARE BUSINESS MODELS**

DUKE  
FUQUA  
SCHOOL OF BUSINESS



# Duke Fuqua School of Business

Kirby Reading Room

100 Fuqua Drive, Durham, NC 27708

November 15, 2024

- 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
- 9:10 a.m. Introductions
- 9:30 a.m. “The Future of Medicine: Insights from Human Mutualisms and Evolution”  
Rob Dunn (NC State University)
- 10:30 a.m. Break
- 10:50 a.m. “How Do Consumers Interact with Digital Expert Advice?”  
Kate Bundorf (Duke University)
- 11:20 a.m. “Making Value-Based Primary Care Work”  
Grant Walker (Oak Street Health)
- 11:50 a.m. “Civica Rx a Healthcare Utility Addressing Drug Shortages and Affordability”  
Allan Coukell (Civica Rx)
- 12:20 p.m. Concluding Comments  
David Ridley
- 12:30 p.m. Adjourn to Lunch with Council & HSM Students  
Esbenshade Meeting Room



# Speakers

*In presentation order*



## **Rob Dunn, PhD**

**Senior Vice Provost for University Interdisciplinary Programs  
NC State University**

Dr. Robert (Rob) Dunn serves as Senior Vice Provost for University Interdisciplinary Programs at NC State University. In this role, Dunn oversees the Office of University Interdisciplinary Programs, which includes: the Chancellor's Faculty Excellence Program; the Data Science, Genetics and Genomics, and Global One Health Academies; the Biotechnology Program; the Coastal

Resilience and Sustainability Initiative; NC State Innovation and Entrepreneurship; the Integrative Sciences Initiative; the Long View Project; the Sustainable Futures Initiative; and the Shelton Leadership Center. He has worked alongside university leaders and campus partners to stand up the office, and is responsible for equipping new interdisciplinary initiatives for success, continuing to support existing initiatives, and achieving the office's strategic goals.

Dunn also holds a William Neal Reynolds Distinguished Professorship in the Department of Applied Ecology, where he devotes 20 percent of his time. He has been a member of the NC State faculty since 2005. Dunn manages the Public Science lab. His research has been awarded more than ten million dollars in grants from no fewer than twelve different sources for work in 20 different countries.

Dunn received his Bachelor of Arts in biology from Kalamazoo College, and his PhD in ecology and evolution from the University of Connecticut. He is an avid writer and has published many popular articles, in National Geographic, the New York Times, the Wall Street Journal among many others, as well as seven books, most recently, *A Natural History of the Future* and *Delicious, The Evolution of Flavor and How it Made us Human*, with Monica Sanchez.



## **Kate Bundorf, PhD, MBA**

**Professor in the Sanford School of Public Policy  
Faculty Director of Research in the Sanford School of Public Policy  
Professor in Population Health Sciences  
Core Faculty Member, Duke-Margolis Institute for Health Policy**

Professor Bundorf's research focuses on health policy and the economics of health care systems. She has studied public and private health insurance markets, the organization of health care providers, and consumer decision

making in health care.

Prior to joining the faculty at Duke, Professor Bundorf was an associate professor of health research and policy at the Stanford University School of Medicine. She is also a faculty research fellow at the National Bureau of Economic Research. Bundorf received her MBA and MPH from at Berkeley and her PhD from

# Speakers

*In presentation order*

(Kate, Cont'd)

The Wharton School. She was a The University of California Fulbright Lecturer at Fudan School of Public Health in Shanghai, China during 2009 and 2010.

Her research has been published in leading economic and health policy journals and has received funding from the US National Institutes of Health, the Agency for Health Care Research and Quality, and the Robert Wood Johnson Foundation. She received the 13th Annual Health Care Research Award from The National Institute for Health Care Management in 2007.



## **Grant Walker**

**President of East Coast operations & Chief Clinical Operations and Learning Officer  
Oak Street Health**

Grant Walker is President of Oak Street Health's East Coast operations as well as its Chief Clinical Operations and Learning Officer.

He has served in a number of roles with Oak Street over the last 10+ years, going back to Practice Manager of its first clinic in its early startup days in Chicago.

He's a former middle school English teacher in New York City public schools. He lives in Raleigh with his wife, dog, and [soon to be] newborn.



## **Allan Coukell**

**Chief Government Affairs and Public Policy Officer  
Civica Rx**

Allan Coukell, BSc(Pharmacy), is Chief Government Affairs and Public Policy Officer with Civica Inc. (Civica Rx).

He previously served as Senior Director, Health Programs, at The Pew Charitable Trusts, where he created and led a wide range of public health and health care initiatives. Coukell started his career as a clinical pharmacist in oncology and also spent many years as a health and science journalist. He previously served on the board of the Reagan-Udall Foundation for the FDA and was a founding board member of the Medical Device Innovation Consortium.

He is a graduate of the University of Manitoba and completed his hospital pharmacy residency at the Winnipeg Health Sciences Centre.

# Speakers

*In presentation order*



## **David Ridley, PhD**

**Faculty Director, Center for Health Sector Management  
Duke 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.

# 2024 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*

**Elisabeth DelGrosso**

Vice President, Strategy, Partnership & Product  
*CareAllies*

**Annette DuBard**

Senior Advisor & VP  
*Aledade*

**Bill Gradison**

Former Representative  
*US Congress*

**Brad Hirsch**

Co-founder  
*Highland Health*

**Jim Kinser**

Assistant Vice President, Strategy & Innovation  
*HCA Healthcare*

**Christopher Martin**

President  
*American Health Associates*

**Aaron McKethan**

CEO, Aledade Plus; GM, New Ventures  
*Aledade*

**David Price**

Former Representative  
*US Congress*

**Bernie Tobin**

General Manager  
*Natera*

**Stephanie Yarnell-Mac Groy**

Global Medical Product Lead – New Products & Innovation Vaccines Division  
*Sanofi*



# Duke University Affiliates

**George Abercrombie**

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

**Bill Boulding**

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

**Henry Eyring**

Assistant Professor  
*Duke Fuqua School of Business*

**Mary Frances Luce**

Interim Dean  
Robert A. Ingram Professor of Business  
*Duke Fuqua School of Business*

**Mark McClellan**

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

**Jeffrey Moe**

Professor of the Practice of Global Health  
*Duke Global Health Institute*  
*HSAC Co-founder*

**David Ridley**

Faculty Director  
Center for Health Sector Management  
Dr. and Mrs. Frank A. Riddick Research Fellow  
*Duke Fuqua School of Business*

**Devdutta Sangvai**

President, *Duke Regional Hospital*  
VP, Duke Population Health Management  
*Duke University Health System*

**Erica Taylor**

Chief Medical Officer of Diversity, Equity & Inclusion,  
*Duke Health Integrated Practice*  
Surgery, *Duke Raleigh*

**Krishna Udayakumar**

Associate Professor, Global Health & Medicine Director,  
Global Health Innovation Center  
*Duke Global Health Institute*

**Charlene Wong**

Assistant Secretary, *NCDHHS*  
Associate Professor, Pediatrics  
*Duke University Health System*

# Spring 2024 Meeting Summary

## Developed @ Duke

### Spring HSAC Meeting at the Washington Duke Inn & Golf Club (April 5, 2024)

#### Speakers:

- Council Member Show & Tell: "Implications of the Change Healthcare Cyberattack".  
Aaron McKethan (Aledade)
- Duke Student Innovation Jamie Jones (Duke I&E) & Runo Obafemi (Duke Student)
- Duke Research: "FDA is Not Inspecting Overseas. What Should We Do?" David Ridley (Fuqua)
- Duke Research: "A Universal Vaccine" Kevin Saunders (Duke Vaccine Institute)

#### Meeting Overview

The meeting began with an introduction from Professor David Ridley and Dean Bill Boulding. Members then introduced themselves.

The council then discussed the implications of the February 2024 Change Healthcare cyberattack which affected about one third of physicians and disrupted their ability to bill insurers. The council discussed how healthcare depends on systems/companies that operate in the background and the strong interplay of healthcare organizations with government organizations. System resiliency, impacts and actions of different sized healthcare players, and the role of CMS interventions were all discussed. The council also discussed mechanisms for making physician groups whole during the software disruption, including funding from Change's parent company, funding from other businesses, and funding from the federal government.

The council then heard from Professor Jamie Jones of Duke Innovation and Entrepreneurship (I&E) on Duke student innovation and introduced a case study on Betacare, with a presentation made by current Fuqua MBA and HSM student and Founder Runo Obafemi (MBA '25). In her presentation, Runo discussed the problems of delivering healthcare in the emerging market of Nigeria and their solution to provide Telehealth and Patient Education. Telehealth gets paid by billing through the mobile phone service provider monthly bill. She then discussed how Betacare has leveraged Duke I&E to test the company's underlying assumptions and plan their next steps. The council offered insights into how to think about their ideal customers, how they can affiliate with local partners, and how to effectively interact with government institutions, based on council expertise. One challenge is that young people are tech savvy and able to use telehealth, but have few health needs. Seniors are less tech savvy but have more health needs. One approach would be to encourage young people to give mom the gift of telehealth for Mother's Day.

# Spring 2024 Meeting Summary

After a break, Ruth Tolman gave an overview of the past 100 years of Duke Innovations in healthcare, specifically noting specific connections and contributions by the council.

The council then discussed Professor Ridley's recent research published in Health Affairs in December. Professor Ridley and coauthors showed that FDA's drug quality assurance inspections have not returned to pre-COVID levels. Foreign inspections were down 79% in 2022 compared to 2019. Foreign inspections had still not rebounded in 2023. This was paired with a case study. They discussed a drug given a 6-month priority review which took nearly 2 years to be approved because FDA inspectors refused to go to the facility or conduct a remote inspection until 2023. The council discussed the regulatory environment and offered solutions.

Dr. Kevin Saunders from the Duke Human Vaccine Institute then offered insights from Duke's work to create a universal vaccine. He explored the current state of research in this space, next steps, along with broad challenges facing vaccine development. He answered questions from the council about the scientific underpinnings of the research, implications of future clinical trials, and the importance of equity in vaccine trials.

The council meeting then closed with lunch.

The next council meeting will be held on November 15<sup>th</sup>, 2024, in Durham, North Carolina.





HSAC Spring 2024: Developed @ Duke



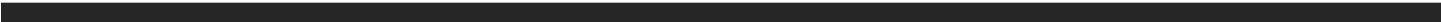




# Notes



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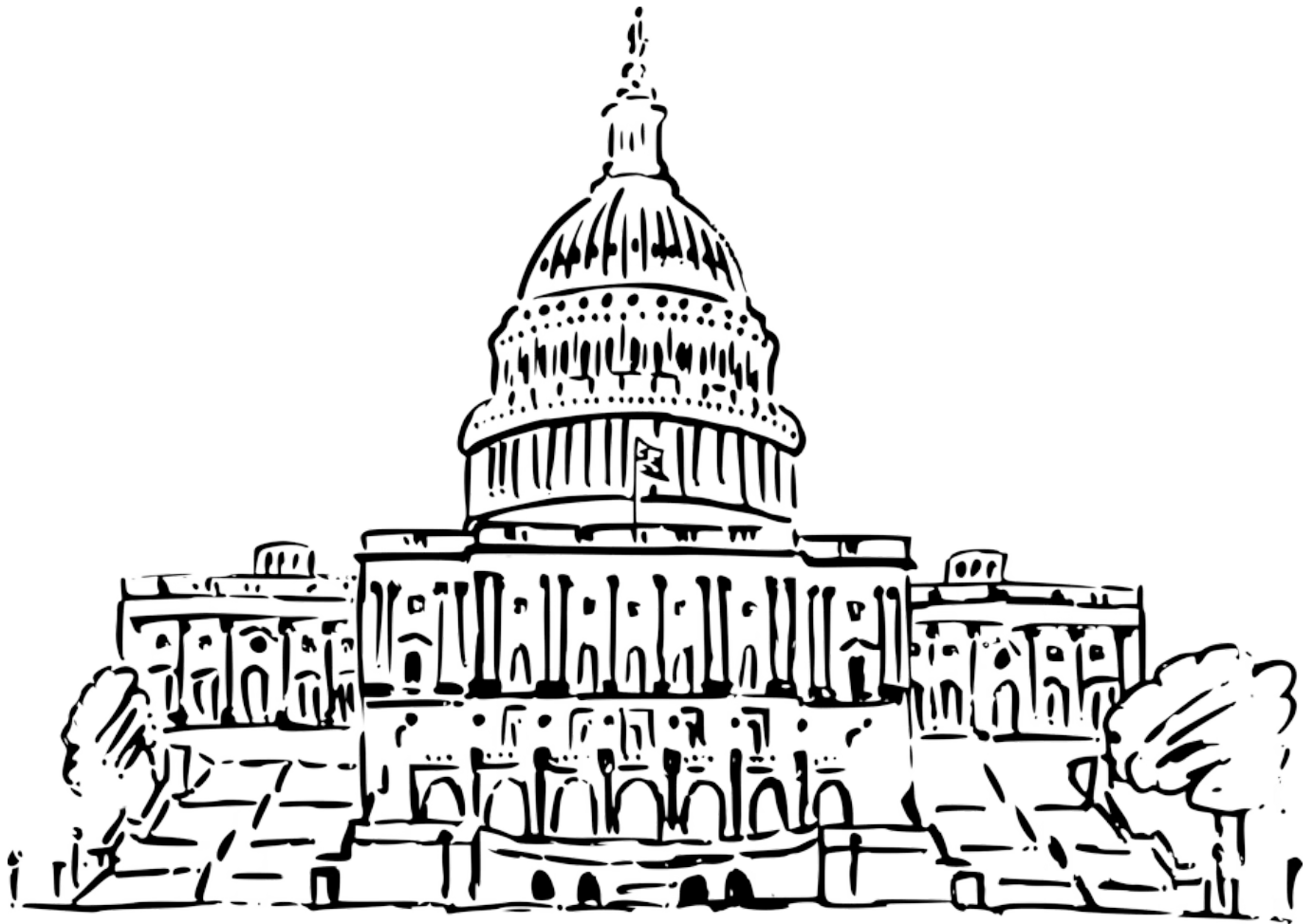






# Next HSAC Meeting:

Monday, April 7, 2025  
Washington, DC





For more information, visit [www.fuqua.duke.edu](http://www.fuqua.duke.edu)

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