
Our last year has been challenging but tremendously successful as we have designed and implemented several new programs and initiatives with advice from the Robbins Institute Advisory Council, graduates, faculty and healthcare preceptors from healthcare systems throughout the United States.

As many of you are aware, this has been a transition year regarding the administrative residency timing. The Class of 2020, which graduated in May 2020, is the last class that returned to campus for the four-month didactic semester after residency. In contrast, the Class of 2021 will complete most of their didactic work and enter their nine-month residency in August 2020. This class will return for a two-week “minimester,” which will include a comprehensive oral exam just before their graduation in May 2021.

To our stakeholders:

Dr. Kim joined us last July and has been making a truly wonderful impact on our program and students. He has worked in the healthcare industry and been the director of the Army/Baylor and Incarnate Word healthcare administration programs. He shares with you on page 8.

Last year we broadened our reach with professional healthcare management organizations. In January 2019, we made a first-ever joint accreditation visit with the Association to Advance Collegiate Schools of Business (AACSB) and the Commission on Accreditation of Healthcare Management Education (CAHME), which resulted in achieving the maximum accreditation length for the Robbins Institute MBA Healthcare Program.

We are involved actively in CAHME: Dr. Kim serves on the board, and he, Neil Fleming and Cherise Bridgwater serve as current or past CAHME fellows. Additionally, the Robbins Institute MBA Healthcare Program is designated as a CAHME Mentorship Circle Program, which is a model program that mentors and helps others seeking quality improvement and accreditation.

The Robbins Institute also participates in the Business Alliance for Health Management (BAHM), and our faculty members are contributors to the BAHM journal, Health Management, Policy & Innovation. Additionally, the Robbins Institute was invited this year to join as a member of the National Center for Healthcare Leadership’s Graduate Education in Health Management Leadership Excellence Networks (GHEM-LENS) in which we collaborate and share experiences with leading health management programs.

As we move forward during the next year with new initiatives, including the addition of a Pre-Clinical Track, a Lean Six Sigma certificate and of course, working out the implementation of our new residency cycle, we request that you add us and our students to your prayer list. At the time of this writing, we are facing major challenges with the COVID–19 situation affecting class schedules and the delivery of our didactic education. We believe that our success in developing healthcare leaders and executives, along with other programs like ours, is more critical now than ever.

We would also like to add a word of personal thanks to Bill and Mary Jo Robbins who continue to support us and our students in so many critical ways.

Sincerely,
Scott Garner, FACHE
Administrative Director

Charles North, PhD
Academic Director

D uring these difficult times, we are broadening our reach in healthcare management by implementing new programs that boost leadership preparation for both students and alumni. The Robbins Institute’s reach in the healthcare industry also extends externally, where we have a hand in numerous efforts with healthcare preceptors and professional healthcare management organizations: from collaborating and mentoring to serving and contributing. As we broaden our sphere of influence, we do so for the sole purpose of developing the next generation of healthcare leaders who are capable and ready for the unique challenges ahead.

A major highlight for the year was the addition of Dr. Forest Kim, our new Robbins MBA Healthcare Program director. Dr. Kim joined us last July and has been making a truly wonderful impact on our program and students. He has worked in the healthcare industry and been the director of the Army/Baylor and Incarnate Word healthcare administration programs. He shares with you on page 8.

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Scott Garner, FACHE
Administrative Director

Charles North, PhD
Academic Director
Making a Difference

Members of Class of 2019 gain a foothold in their careers

The newly formed Robbins MBA alumni group grew by ten to a total of 169 as the Class of 2019 has graduated and landed full-time positions at various healthcare organizations. Ninety days after graduation, 88% of the class was employed with an average starting salary of more than $78,000 a year.

Many of these professionals are making an impact for their respective organizations in Texas. Most of these graduates acquired an employment offer from organizations at which they completed their residencies. Some of the organizations they are helping to improve include Baylor Scott & White, Hospital Corporation of America (HCA) and Baylor College of Medicine. The graduates are working for hospitals, healthcare systems and long-term care facilities.

Their job responsibilities are extensive and include contracting, logistics, patient experience and business development.

Congratulations to the Class of 2019 as they begin their careers and make a notable impact on the healthcare industry in the coming years.

Robbins Institute Class of 2019 alumni are employed with the following organizations:

LOUISIANA
Children's Hospital of New Orleans
New Orleans, Louisiana

MISSOURI
HCA Healthcare Physician Services Group
Kansas City, Missouri

VIRGINIA
Serco Inc.
Fairfax, Virginia

TEXAS
Baylor College of Medicine
Houston, Texas

Baylor Scott & White Health
Dallas, Texas

Children's Hospital of San Antonio
San Antonio, Texas

Emerus Holdings Inc.
The Woodlands, Texas

HCA Healthcare Physicians Services Group
Austin, Texas

Tenet Healthcare Corporation
Dallas, Texas

Robbins Institute Class of 2019 MBA Healthcare graduates hold the following positions:

- Administrative Project Coordinator
- Business Operations Associate
- Buyer-New Development
- Development Specialist
- Practice Manager
- Project Manager-Ambulatory Operations
- Revenue Integrity Analyst
- Senior Systems Analyst
- Sourcing Specialist-Asset Lifecycle Management

WHERE THEY ARE, WHAT THEY’RE DOING

Robbins Institute Class of 2019 alumni are employed with the following organizations:

TEXAS
Baylor College of Medicine
Houston, Texas

Baylor Scott & White Health
Dallas, Texas

Children's Hospital of San Antonio
San Antonio, Texas

Emerus Holdings Inc.
The Woodlands, Texas

HCA Healthcare Physicians Services Group
Austin, Texas

Tenet Healthcare Corporation
Dallas, Texas

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- Administrative Project Coordinator
- Business Operations Associate
- Buyer-New Development
- Development Specialist
- Practice Manager
- Project Manager-Ambulatory Operations
- Revenue Integrity Analyst
- Senior Systems Analyst
- Sourcing Specialist-Asset Lifecycle Management
The 13 members of the Robbins MBA Healthcare Class of 2020 secured administrative residencies at the following healthcare organizations to gain authentic, real-world experiences. Overall, the residency aspect of the MBA Healthcare Program provides valuable insights and opportunities that are difficult to achieve in the classroom. Additionally, these residencies provide opportunities for students to make significant contributions to their host sites.

### Leaders in the Making

**Class of 2020 acquires administrative residencies**

The 13 members of the Robbins MBA Healthcare Class of 2020 secured administrative residencies at the following healthcare organizations to gain authentic, real-world experiences. Overall, the residency aspect of the MBA Healthcare Program provides valuable insights and opportunities that are difficult to achieve in the classroom. Additionally, these residencies provide opportunities for students to make significant contributions to their host sites.

- **Ginnie Berg**
  - **HOMETOWN:** Houston, Texas
  - **RESIDENCY:** Baylor University
  - **DEGREE:** BA, Medical
  - **HOMETOWN:** Dallas, Texas
  - **RESIDENCY:** Physician Services Group, Austin, Texas
  - **DEGREE:** BSED, Health Science
  - **HOMETOWN:** Aledo, Texas

- **Stuart Carson**
  - **HOMETOWN:** Mobile, Alabama
  - **RESIDENCY:** HCA Healthcare
  - **DEGREE:** BS, Behavioral
  - **HOMETOWN:** Colleyville, Texas
  - **RESIDENCY:** Analytics, University of Alabama
  - **DEGREE:** BS, Business
  - **HOMETOWN:** Austin, Texas

- **Justin Davis**
  - **HOMETOWN:** Mansfield, Texas
  - **RESIDENCY:** HCA Healthcare
  - **DEGREE:** BS, Psychology
  - **HOMETOWN:** Mansfield, Texas
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Criminal Justice
  - **HOMETOWN:** Lexington, Kentucky

- **Reanna Gomez**
  - **HOMETOWN:** Austin, Texas
  - **RESIDENCY:** Baylor University
  - **DEGREE:** BSN
  - **HOMETOWN:** Austin, Texas
  - **RESIDENCY:** AccentCare
  - **DEGREE:** BSN
  - **HOMETOWN:** Austin, Texas

- **Erika Griffin**
  - **HOMETOWN:** Tallahassee, Florida
  - **RESIDENCY:** USAID
  - **DEGREE:** BS, Biological Sciences
  - **HOMETOWN:** Mandeville, Louisiana
  - **RESIDENCY:** University of Central Florida
  - **DEGREE:** BS, Biology
  - **HOMETOWN:** Atlanta, Georgia

- **Tanner Houston**
  - **HOMETOWN:** Kansas City, Missouri
  - **RESIDENCY:** HCA Midwest Health
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Rockwall, Texas
  - **RESIDENCY:** Baylor University
  - **DEGREE:** BS, Behavioral
  - **HOMETOWN:** Dallas, Texas

- **C.P. Ippolito**
  - **HOMETOWN:** Brockville, Texas
  - **RESIDENCY:** University of Florida
  - **DEGREE:** BS, Medical
  - **HOMETOWN:** Aledo, Texas
  - **RESIDENCY:** AccentCare
  - **DEGREE:** BS, Health Science
  - **HOMETOWN:** Aledo, Texas

- **Wardah Jaffrey**
  - **HOMETOWN:** Irving, Texas
  - **RESIDENCY:** University of Texas Southwestern Medical Center
  - **DEGREE:** BS, Biological Sciences
  - **HOMETOWN:** Sugarland, Texas
  - **RESIDENCY:** Delray Medical Center
  - **DEGREE:** BS, Biology
  - **HOMETOWN:** Delray Beach, Florida

- **G.P. Ippolito**
  - **HOMETOWN:** Lexington, Kentucky
  - **RESIDENCY:** University of Kentucky
  - **DEGREE:** BS, Biosystems Engineering
  - **HOMETOWN:** Lexington, Kentucky
  - **RESIDENCY:** AccentCare
  - **DEGREE:** BS, Biosystems Engineering
  - **HOMETOWN:** Lexington, Kentucky

- **Wardah Jaffrey**
  - **HOMETOWN:** Dallas, Texas
  - **RESIDENCY:** HCA Midwest Health
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Manchaca, Texas
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Criminal Justice
  - **HOMETOWN:** Austin, Texas

- **G.P. Ippolito**
  - **HOMETOWN:** Greenleigh, Kentucky
  - **RESIDENCY:** University of Kentucky
  - **DEGREE:** BS, Biosystems Engineering
  - **HOMETOWN:** Lexington, Kentucky
  - **RESIDENCY:** AccentCare
  - **DEGREE:** BS, Biosystems Engineering
  - **HOMETOWN:** Lexington, Kentucky

- **Syay Mycle**
  - **HOMETOWN:** Sugar, loose
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Sugar, loose
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Sugar, loose

- **Jackson Price**
  - **HOMETOWN:** Celeryville, Texas
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** San Antonio, Texas
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** San Antonio, Texas

- **Lauren Sutton**
  - **HOMETOWN:** Mandeville, Louisiana
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** New Orleans, Louisiana
  - **RESIDENCY:** United Surgical Partners International (USPI)
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Mansfield, Texas

- **Taylor Ulmer**
  - **HOMETOWN:** Austin, Texas
  - **RESIDENCY:** University of Texas System Health Promotion
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Austin, Texas
  - **RESIDENCY:** University of Texas System Health Promotion
  - **DEGREE:** BS, Health Promotion
  - **HOMETOWN:** Austin, Texas

### Four new residency sites partner with Robbins Institute

This year’s graduating class had exciting opportunities with various residency sites across the United States, including four new residency sites. These new residency organizations offered several MBA Healthcare candidates advanced learning opportunities in diverse settings across the healthcare spectrum.

“We are thankful to the leaders of these organizations for their partnership and for joining the growing number of Robbins Institute MBA Healthcare residency sites,” says Forest Kim, program director. AccentCare headquartered in Dallas, Texas, was the location of Reanna Gomez’s administrative residency. A novel residency site for the Robbins MBA Healthcare Program, AccentCare has many focus areas, including skilled home healthcare, hospice services, private duty nursing and care management. Utilizing these concentration areas, AccentCare provides comprehensive care and guidance for short-term, complex and chronic conditions.

Another new residency site for the MBA Healthcare Program is United Surgical Partners International (USPI) headquartered in Dallas, where Justin Davis completed his administrative residency. USPI works with over 50 not-for-profit health systems in order to establish and operate outpatient surgical centers. USPI currently operates and partially owns in excess of 400 ambulatory surgical centers and has partnerships with more than 9,000 physicians. USPI was acquired by Tenet Healthcare in 2018, resulting in more resources and opportunities for its operations.

Carondelet St. Joseph’s Hospital located in Tucson, Arizona, is a new site for the Robbins MBA Healthcare Program. Erika Griffin completed her administrative residency at this for-profit, 449-bed acute care facility owned by Tenet Healthcare.

Delray Medical Center, where Maria Morales Menendez fulfilled her administrative residency, is also partnering with the Robbins Institute as a residency site. Based in Delray Beach, Florida, Delray Medical Center is a for-profit hospital with 512 beds. The medical center is operated by Palm Beach Health Network, which is also owned by Tenet Healthcare.

We welcome these four organizations to the Robbins Institute residency program. We look forward to the growth and professional development they will afford our future MBA Healthcare candidates.

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**HIGH MARKS**

The information below represents data gathered from the last three entering classes (2017, 2018, 2019), and it paints a picture of an academic program that is increasing in value with every passing year. Especially notable are the post-graduation employment statistics, both of which showed significant increases since last year.

- **Median Starting Salary:** $69,203
- **Employment at 90 Days After Graduation:** 94%
- **Employment at 180 Days After Graduation:** 100%

**Starting a Successful Career**

- **GMAT Score**
  - Average: 660
- **GRE Score**
  - Average: 320
- **Median Starting Salary:** $69,203

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Where the Journey Begins

Presenting the Class of 2021

These 14 diligent candidates began honing their skills and proficiency in the Robbins Institute MBA Healthcare Program in the fall semester of 2019. Now that their first two semesters are completed, they look forward to the next phase of their comprehensive training and education. Welcome and best wishes, Class of 2021!

Eligible students can earn an MBA Healthcare in one year through new Pre-Clinical Track

A new MBA Healthcare specialization will help aspiring clinicians develop management competencies and a deep understanding of the healthcare business.

The Robbins Institute MBA Healthcare Specialization: Pre-Clinical Track, developed in collaboration with Baylor University’s Pre-Health Studies Office, is targeting eligible students who want to become physicians, dentists, veterinarians, physical therapists, nurse practitioners or other advanced clinical professionals. Through this study concentration, students will gain an appreciation for the business of medicine and the management side of healthcare—all grounded within Baylor’s Christian mission.

“An MBA in Healthcare is a marketable degree to have,” Kim notes. “If a student decides to take a gap year before entering medical school, this MBA could enhance their application packet for a more competitive medical school.”

Students taking advantage of this selective MBA concentration will come initially from medical-related disciplines. The Pre-Health Studies and Business Fellows Offices will help identify and recruit candidates prior to starting their advanced clinical training. Kim anticipates enrolling up to 10 students for the first year beginning in mid-July 2020.

“We’re pleased with the amount of interest that has been demonstrated from the students here and outside of Baylor. We see tremendous opportunity for growth,” he says.

Pre-Clinical Track Timeline

Start: Mid-July 2020

53* total credit hours

Summer

Business Frameworks (4 hours)

Fall

7 Courses (18 hours)

Spring

8 Courses (19 hours)

Minimester

1 Course (3 hours)

Summer I

4 Courses (9 hours)

End: 1st week of July 2021

* 6 credit hours may be taken in undergraduate senior year
New director aims to enhance value, quality of Robbins MBA Healthcare Program brings lessons learned from military service

Forrest Kim, PhD, FACHE, became director of the MBA Healthcare Program at the Robbins Institute for Health Policy and Leadership in July 2019. He succeeds Thomas Haines, former program director and senior lecturer, who retired August 2019 after almost 10 years with Baylor University.

Kim served for two years as director of the University of the Incarnate Word Graduate Program in Health Administration in San Antonio, Texas. Prior to that position, he was an associate professor and director of the Army-Baylor Graduate Program in Health and Business Administration at Fort Sam Houston in San Antonio.

A U.S. Army veteran with 22 years of active service, he also was appointed to healthcare administration assignments at Brooke Army Medical Center (BAMC) at Fort Sam Houston and Madigan Army Medical Center (MAMC) at Fort Lewis in Tacoma, Washington.

Kim has been recognized for making measurable improvements in each health administration program he has directed and for his commitment to achieve enhancements to benefit all stakeholders of the Robbins Institute and build upon the significant accomplishments of his predecessors.

“For our students, we’re already taking steps to enhance the program’s curriculum related to management competencies,” Kim notes. “We’re implementing a Lean Six Sigma course this summer and including several training modules into our student residencies. And this fall, we will launch a one-year Healthcare MBA track for students pursuing an advanced clinical degree.”

“Regarding alumni engagement, we’re creating a formal Robbins MBA Healthcare Program alumni group sponsored by Baylor University’s Office of Alumni Engagement,” he continues. “For the healthcare management profession, I want to continue adding value through service to professional healthcare management associations and by sharing the lessons we have learned here at Baylor.”

To this end, Kim has made many presentations at both regional and national conferences such as the Association of University Programs in Health Administration (AUPHA) Annual Meeting. Additionally, he is a fellow in the American College of Healthcare Executives (ACHE) and a board member of the Commission on the Accreditation of Healthcare Management Education (CAHME).

A circuitous route to healthcare administration

Kim’s expansive career in healthcare administration began circuitously. Before graduating in 1995 as a Distinguished Military Graduate with a Bachelor of Science degree in Physiological Sciences from the University of California, Los Angeles (UCLA), he applied to medical school, but was denied admission. Having participated in UCLA’s Reserve Officer Training Corps (ROTC) and completed his degree, he was commissioned as a second lieutenant in the U.S. Army with special emphasis on medical research. In the medical school no longer an option, the Army designated Kim as a healthcare administrator in the Medical Service Corps. He was subsequently assigned as a medical planner to a unit on the Korean Peninsula and later as a healthcare administrator to the MAMC Level II trauma center.

“I was rounding at night as a junior officer, visiting the intensive care units and wards, and interacting with doctors, nurses and front desk clerks at Madigan. Those meaningful interactions with the diverse healthcare team and the epiphany that I could be involved in the provision of quality patient care by supporting the work of clinicians inspired me to commit to the healthcare administration profession,” he acknowledges.

He shares this story both to relate to many who have found their way into the healthcare administration profession through a similar route and to highlight the need to better educate society on the value and viability of the profession. “I’ve talked to so many applicants in the programs I’ve directed who share a similar story as mine. I’ve also heard from a colleague that ‘no six-year-olds ask their parents to educate society on the value and viability of the profession. ‘It was an honor to work with the Afghan military medical leaders because they, of all members in their society, had the opportunity to leave Afghanistan, yet stayed and were committed to improving their nation.’

Shaping students for service in the healing profession

After his deployment, Kim returned to the Army-Baylor Graduate Program as director, a position he held for three years. He then led the University of the Incarnate Word Graduate Program in Health Administration until 2019, when Baylor University tapped him to join the Hankamer School of Business as a clinical associate professor and director of the Robbins MBA Healthcare Program.

“The Christian mission of Baylor resonated very strongly with me,” he says. “Having gone through and taught in the Army-Baylor program, it was a dream to teach on the main campus. A huge draw for me also was the mission of the Robbins Foundation (which supports the Institute): ‘to tell the world about Jesus, educate and heal the sick. These three components are appealing from a personal mission standpoint.’

Kim has conducted research and co-authored papers on various topics related to health policy and program evaluation. He is particularly interested in research on the U.S. Military Health System, which is the second largest integrated health delivery system in the country. He believes this research can inform and shape policymaking for the rest of the nation.

Competency development and assessment is another interest and topic requiring further study because the “profession struggles with how to assess competency development among our students,” he notes. These areas are driving Kim’s research and focus at the Robbins Institute.

He concludes, “I feel my work is more of a vocation than a job. The ability to shape students for service in the profession of healing is a high calling. I’m humbled, as well, to help enhance graduate health management education through my involvement in professional associations and advance healthcare delivery through my research. I feel honored to be a part of Baylor University and the Robbins Institute and hope to glorify God in all I do.”
Katie Cummins has received the Director’s Chair Award for the 2019 graduating class of the Robbins MBA Healthcare Program.

She is the third recipient of the annual award, which was conferred on March 29, 2019, at the Robbins Institute Advisory Council luncheon. The award, which is underwritten by Brig. Gen. Donald Wagner and his wife, Jan, recognizes the student who best exemplifies future potential in leadership and executive management.

“Katie demonstrated a servant’s heart from the day I interviewed her during the ‘Done-in-a-Day’ admissions process,” states Cherise Bridgwater, MBA, FACHE, director of Accreditation and Operations of the Robbins Institute. “I recognized early on that she would dedicate her life to helping others through healthcare. I cannot wait to see what a profound difference she makes during her life.”

Cummins is grateful for the award and cites her experience in this program as one of the most impactful events of her career journey thus far. She graduated from Lewisville High School in Dallas, Texas, and earned her Bachelor of Arts in Communications from Texas A&M University. Cummins credits her grandmother’s advice for her switch from speech pathology to the healthcare administration field.

During her administrative residency at the Capital Senior Living headquarters office in Dallas, Cummins completed a project working with 127 communities across 23 states. She helped create budget sheets and financial projections. She also participated in a supply chain project to standardize spending across all facilities, lowering the supply costs while still providing flexibility and product options for the best care. It was this project that sparked Cummins’ interest in the supply chain management field.

After completing the MBA Healthcare Program, Cummins joined Emerus, the nation’s first and most experienced operator of micro-hospitals. Through her position with Emerus, Cummins helps provide healthcare access for people who otherwise would not have any.

Cummins commends the Robbins Institute for providing her with the skills to succeed in her career. She states, “The values they instill in us, like servant leadership and the willingness to learn, are what set you apart from other candidates.”
Robbins Institute awards nine scholarships to members of Class of 2021

Joel and Diane Allison Scholarship
Bridhi Shrestha of Houston, Texas, has been awarded the 2020 Joel and Diane Allison Scholarship. She has a Bachelor of Science degree in Allied Health from Texas A&M University.

Bill and Donna Baker Endowed Scholarship
Fallon Seliz has earned the Baker Scholarship. A native of Austin, Texas, he holds a Bachelor of Arts in English from the University of Texas at Austin. He is striving to attain a joint Juris Doctor/MBA degree.

The Louis and Angela Bremer Scholarship
The 2020 Louis and Angela Bremer Scholarship recipient is Joseph Friedman. A native of Monument, Colorado, Friedman earned his Bachelor of Science degree in Chemistry from the University of Memphis.

J. Wiley Green Scholarship
The 2020 J. Wiley Green Scholarship has been awarded to Esi Okore-Adjei. A resident of Houston, Texas, Okore-Adjei received her Bachelor of Science in Biology from Baylor University.

Jim and Debbie Greenwood Endowed Scholarship
Katie Dyball of Omaha, Nebraska, has received the 2020 Jim and Debbie Greenwood Scholarship. She has a Bachelor of Science in Community Health from Texas A&M University.

Foster G. McGaw Scholarship
Matthew Stephens has been granted Baylor’s 2020 McGaw Scholarship managed by the Association of University Programs in Health Administration (AUPHA). Stephens holds a Bachelor of Science in Public Health from Texas A&M University. He is originally from Hamilton, Texas.

Jeffrey K. and Leslie S. Norman Family Endowed Scholarship
Blessing Adeyemo is the 2020 recipient of the Norman Family Scholarship. The Memphis, Tennessee, native earned her Bachelor of Science degree in Psychology from Baylor University.

Boone and Peggy Powell Endowed Scholarship
Dallas, Texas, resident Austin Browning is the 2020 Powell Scholarship winner. He graduated from Abilene Christian University with a Bachelor of Business Administration in Accounting and Finance.

Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship
The Robbins Institute has conferred this year’s Wagner Scholarship to Alexa Pahl of Schertz, Texas. She earned a Bachelor of Science degree in Public Health from Baylor University.

Baylor students tackle real-life healthcare scenarios in external case competitions
Baylor University Robbins Institute MBA Healthcare Program candidates have showcased their skills and knowledge in case competitions hosted by several universities and professional associations. Their participation in 2019 resulted in a couple of wins and a first-time achievement.

The Baylor team of Erika Griffin, Maria Morales Menendez and Wardah Jaffery won second place and $5,000 in the competition hosted by the Business School Alliance of Healthcare Management (BAHM) at Harvard University in Boston, Massachusetts. The team’s topic was “Reach, Teach & Involve: Tackling Childhood Obesity.” Winning second place at The Ohio State University Healthcare Case Competition held in Columbus, Ohio, was the Baylor team of Tanner Houston, Jackson Price and Ginnie Berg. Representing Baylor at the University of Alabama at Birmingham (UAB) Health Administration Case Competition were J.P. DeVincenzo, Reshmi Pandya and Katie Cumnings. They became the first Baylor team to reach the semi-final round of the UAB Health Administration Case Competition. At the National Association of Health Services Executives (NAHSE) Case Competition in Washington, D.C., in October 2019, Sharon Civil, Esi Okore-Adjei and Amoh Mulherpe demonstrated their ability to frame and solve a real-life healthcare scenario within an allotted time frame. Congratulations to all participants!

2018 National Association of Health Services Executives (NAHSE) Case Competition Representation Baylor University were Maria Morales Menendez (left), Wardah Jaffery (3rd from left) and Erika Griffin (far right), shown with coach and Accreditation and Operations Director Cherise Bridgwater, MBA, FACHE.

2019 Business School Alliance of Healthcare Management (BAHM) Case Competition Baylor University’s team of Erika Griffin, Maria Morales Menendez and Wardah Jaffery took second place.

2019 University of Alabama at Birmingham Health Administration Case Competitions (left to right) J.P. DeVincenzo, Reshmi Pandya and Katie Cumnings with coach Cherise Bridgwater. The team reached the semi-final round of this competition.

The Ohio State University Healthcare Case Competition The team of Tanner Houston, Ginnie Berg and Jackson Price earned second place in the competition.
Robbins Institute awards $27000 in fifth Case Competition

The Trinity University student team took the top spot and $12,000 in Baylor University’s fifth annual Robbins Case Competition in Healthcare Management. The competition was held Oct. 24-25, 2019, at the Paul L. Foster Campus for Business and Innovation. The University of Pittsburgh team captured second place and $8,000, while University of Alabama at Birmingham’s team earned third place and $4,000. Overall, Baylor awarded a total prize package of $27,000 to winners in the competition.

Providing the best responses to the question-and-answer session from the three morning venues were the following individuals who each won $500: Maddie Haftel, Cornell University; Lajvanthi Sudhaker, Saint Louis University; and Josh Williams, University of Toronto.

The best presenters from the three morning venues also earned $500 each. The winners were Tiffany Daniel, The Ohio State University; Christina Fortugno, University of Alabama at Birmingham; and Nikola Yerkan, Rush University.

During the competition, students applied their learnings, worked under time constraints and presented their recommendations to a panel of healthcare experts. According to Scott Garner, administrative director of the Robbins Institute, the Case Competition provides a distinct financial/quantitative emphasis, which is an essential area of expertise needed in healthcare management.

Competing universities were selected among full-time programs qualified by the Commission of Accreditation of Healthcare Management Education (CAHME) or Business School Alliance for Health Management (BAHM) member programs. Participation in the event was by invitation only.

As in years past, the recent Robbins Case Competition provided a forum for master’s-level students and attending faculty to network with healthcare industry professionals, build academic and industry partnerships, and facilitate opportunities for internships, residencies and future employment. The sixth annual Robbins Case Competition in Healthcare Management is slated for October 28-30, 2020.

2019 Executive MBA Healthcare Program

12 professionals graduate; nine begin program

While keeping up with the demands of their full-time jobs, seven professionals in Dallas and five in Austin graduated from the Robbins Institute Executive MBA (EMBA) Program in May 2019. Their graduations bring the total number of EMBA alumni to 86.

Posed to advance their healthcare careers further, these ambitious graduates are equipped with refined management skills and comprehensive training they received through the Robbins EMBA Program. We look forward to seeing how they will engender improvements in their respective organizations.

Meanwhile, nine new students entered the program in August 2019. They also are maintaining full-time positions with a variety of healthcare organizations, while committed to developing their leadership and business skills.

Welcome members of the Class of 2021 EMBA Healthcare Cohort!

Members of the Class of 2021 EMBA Healthcare Cohort

AUSTIN

Justin Pfaff
Regional Director, Hanger Clinic

Haaris Ali
Corporate Regional Director, CDE & Denials Management, Prospect Medical Holdings

DALLAS

CraShanta Evans
Operations Excellence Consultant, Baylor Scott & White Health-Hillcrest

Austin Ewing
Strategic Sales Director, South Central U.S., Smith & Nephew

Stephanie Finkel
Partner, U.S. Anesthesia Partners Inc.

Brian Hoppe
President/CEO, Unicorn Technologies

Lisa Mills
Senior Director of Operations, McKesson Corporation

Nitya Mohapatra
Technology Consultant, DXC Technology

Keisha Riser
Manager of Research Operations, Mary Crowley Cancer Research Center
Robbins MBA Healthcare Program

2019/2020 Leadership Speaker Series

AUGUST 2019

30
Joel Allison, MHSA, LFACHE
Senior Advisor, Robbins Institute, Waco

Scott Garner, MBA, FACHE
Administrative Director, Robbins Institute, Waco

“Class Orientation and Healthcare Servant Leadership”

SEPTEMBER

13
Bill Waechter
Chief Executive Officer, North Central Baptist Hospital, San Antonio

“Tenet San Antonio”

20
Lynn Downs, PhD, MBA, FACHE
Regent, American College of Healthcare Executives-Central and South Texas

“American College of Healthcare Executives”

27
Lance Spivey, MBA, CPA
President, Stratfit Health, Plano, Texas

“Independent Healthcare Physician Practice Networks and Reimbursement Methods”

OCTOBER

11
Mark Eubank
Director of Development, HCA Physicians Services Group, Kansas City, Missouri

Kelli Shifflet
Division Vice President, HCA Physician Services Group, Austin

“Physician Practice Management”

18
Riley Orr, MBA
Regional Vice President, United Surgical Partners International Inc., Dallas/Fort Worth Area

“Outpatient Surgical Practices”

NOVEMBER

8
Stephan Rodgers
Chief Executive Officer, AccentCare Inc., Dallas

Katy Black
Chief of Staff, AccentCare Inc., Dallas

“Home Health and Coordination of Health Services”

JANUARY 2020

13
Kelsey O’Neill Crawford, MBA (Class of 2015)
Financial Advisor II, Baylor Scott & White Health, Waco

Chase Ogden, MBA (Class of 2011)
Director of Finance, Memorial Hermann Healthcare System, Southwest and Sugar Land, Texas

“Why Healthcare Finance?”

17
Joel Allison, MHSA, LFACHE
Senior Advisor, Robbins Institute

“Roundtable Leadership Discussion”

21
Staci Love
Child Protective Services, Waco

“Child Abuse”

24
Brett Lee
President, Texas Health Resources, Rockwall, Texas

“Hospital from the Ground Up”

28
Eva Doyle, PhD
Chair-Department of Public Health, Baylor University, Waco

“Public Health”

29
Lauren Barron, MD
Director of Medical Humanities Program Baylor University, Waco

“Diversity in Healthcare”

FEBRUARY

4
Ann Garner, BA
Baylor University, Waco

“Long-Term Care and Resident Rights”

7
Mike Attas, MD, MD
Retired Chief of Cardiology, Hillcrest Baptist Medical Center, Waco

“Quality of Care”

10
Brian Elisco, MBA (Class of 2011), FACHE
Group Chief Financial Officer, Baptist Health System, San Antonio

“Role and Challenges of the Healthcare CFO”

15
Jason Reinhardt, MBA (Class of 2007)
Vice President-Operations, Concentra-South Central Region

“Medical Practice Operations and Physician Compensation”

18
Michelle Davis, MBA, RN, FNP
Vice President, Texas Health Resources, Rockwall, Texas

“S.A.N.E. Sexual Assault Nurse Examiners Program”

21
Laura Irvine
Executive Vice President and Chief IDN Officer, Baylor Scott & White Health, Southlake, Texas

“Impact of Digital Services in Healthcare”

28
R. Mark Grace, MDiv
Chief Mission & Ministry Officer, Baylor Scott & White Health, Dallas

“Spirituality in Healthcare Settings”

MARCH

3
Jennifer Speer, RN
Administrator-Hospice Sunset Home Health and Hospice, Lutheran Sunset Ministries, Clifton, Texas

“Hospice Administration”

FEBRUARY

4
Justin Pond, MBA (Class of 2015)
Chief Executive Officer, Baylor Scott & White Health, Waxahachie, Texas

“Service Line Development, Pro Formas, Dashboards, KPIs”

6
Nick Sloan, MBA (EMBA Class of 2017)
Director of Emergency Management and Business Continuity, Baylor Scott & White Health, Dallas

“Emergency Management and Preparedness in Healthcare Organizations”

16
Jordan Wathen, MBA (Class of 2010), FHFMA, CTP
Chief Financial Officer, Memorial Hermann Surgical Hospital First Colony, Sugar Land, Texas

“Debt and Lease Financing”

APRIL

3
Mark Rountree, MACc/Tax
Partner, Ernst & Young LLP, Dallas

“Merger and Acquisition Taxation of Healthcare Organizations”

15
Sarah Netherton, MBA (Class of 2014)
Director, Revenue Cycle Training and Development, Baylor Scott & White Health, Dallas

“Patient Access, Operations, Regulations and Financial Implications”

17
Nikki Moll, BA
Senior Vice President, Marketing & Communications, Baylor Scott & White Health, Dallas

“Communications and Social Media Use in Healthcare”

MAY

1
Reece Fitzgerald, MBA (Class of 2014)
Director-Revenue Integrity, Baylor Scott & White Health, Dallas

Kate Johnston, MBA
Director-Pricing Strategy & Analytics, Baylor Scott & White Health, Dallas

“Revenue Cycle Management, Chargemaster Integrity, and Pricing”
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