

VALUE INSTITUTE FOR HEALTH AND CARE

YEAR IN REVIEW



The University of Texas at Austin
Value Institute for Health and Care
Dell Medical School & McCombs School of Business

Dear friends and colleagues,

We are pleased to present to you our first annual report on the Value Institute for Health and Care.

Since founding the Institute in 2017, we have been building a platform that enables an international community of leaders to learn, share, and work together to implement high-value health care. This platform includes events, courses, and a growing collection of intellectual assets, all designed to accelerate health care transformation. Many of these assets were contributed by you, inspiring leaders who spoke with our team and our students, provided examples, filmed thoughtful interviews and webinars, and wrote insightful pieces. This report evidences the strength of the community connected through this platform and the power of sharing insights and learning.

From the platform, we have launched executive education programs, support for clinical initiatives, guidance for outcomes measurement, and the Master of Science in Health Care Transformation degree program. In the coming year, we will continue to add assets to the platform, launch both public and custom virtual executive education programs, and build a growing array of programs with international and domestic partners. Soon after, we will launch additional master's-level and executive education programs with our academic partners and hold an international conference on implementing high-value health care.

An energizing highlight of the past year was the online investiture ceremony for the inaugural cohort of our master's program. On August 8, 2020, 43 pioneering students received their hoods, signifying their completion of our rigorous and unique master's program. The ceremony also marked the successful launch of The University of Texas at Austin's first degree program conferred jointly by two graduate schools—in this case, Dell Medical School and the McCombs School of Business. With unparalleled support from the deans of both schools, an expert team at the Value Institute for Health and Care developed a unique new curriculum for this master's program. The program celebrated novel collaborations between faculty from five schools at UT Austin and brought an array of health care luminaries to the university, most for the first time. But most importantly, it brought the first student cohort together to learn and grow through unprecedented personal, academic, and professional challenges. All of our lives are far richer for the journey.

This summer, we welcomed an excellent new cohort into the master's program, including students from five countries. We also launched our first international partnership with health care leaders in Australia, revamped our executive education for online delivery, and continued to offer webinars, including a series with an international focus. And there is so much more to come.

In the pages that follow, you will find the details of our activities this year and our aspirations for the future. You will also see our commitment to advancing equity and racial justice as we work to expand our platform and its impact. But there is no way to document the unparalleled collegiality and invaluable friendships that this journey has enabled. We hope that this report demonstrates our immense gratitude to the many people who have contributed to making all of this possible.

With our appreciation and best wishes,

The Value Institute for Health and Care Team

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OUR PLATFORM FOR HIGH-VALUE HEALTH CARE TRANSFORMATION

Our goal at the Value Institute for Health and Care is to create the professional community and transformation platform that make it easier to enable health care that better serves everyone, including your families, your communities and anyone who is not well served today. Our platform of tools, frameworks, and educational assets connects and enables individuals across the nation and the world who are striving to make demonstrable excellence the norm in health care. The Value Institute for Health and Care rapidly became the vibrant hub of a community of leaders supporting each other in the hard work of overcoming inertia; setting bold, new aspirations; and mastering the frameworks and processes that enable significant innovation.

Our platform and community hub are critical to accelerating successful health care transformation. Value-based health care—improving people’s health outcomes achieved for the money spent—has caught on around the globe, yet leaders express frustration about the lack of practical resources for guiding their efforts. While educational opportunities on value-based health care exist, there are few environments where transformative leaders can share insights and co-create the state of the art in implementing high-value health care. The platform model enables exchanges and relationship-building that would not be possible within a consulting or a traditional academic center.

Our initiatives—translational research on implementation, the master’s degree in transformation, executive education, academic partnerships, outcome measurement support, and qualitative research on patient and provider perspectives—are all built upon and have grown strategically from the platform. Because it is integrated and built for interactivity, the Value Institute for Health and Care’s platform is different from the structure of most academic programs and distinctive in what it achieves.

To date, our educational events have reached over 1,000 individuals from more than 20 countries. In addition, keynote speeches by our faculty at external events have reached thousands more throughout the US, Canada, New Zealand, Australia, Colombia, Brazil, France, Spain, the Netherlands, Denmark, Switzerland, the UK, Kenya, South Africa, Singapore and other nations. Our webinars continue to expand this community, allowing participants to learn from each other and providing an increasingly rich array of field data that supports translational research and curriculum development.

A growing international community of leaders is already contributing to and using the Value Institute for Health and Care platform and its variety of assets that address how to implement high-value health care. These assets, which include implementation frameworks, case studies, videos, papers, interviews, articles, and conversations with experts, channel the insight of people working to make change happen, highlighting their struggles, successes, and acumen. Engaging through the platform enables leaders to learn from each other, to deploy what has been successful elsewhere, and to anticipate challenges to come.

Translational Research

While building this platform community, our team has researched and written 13 new case studies; produced 25 videos and video series; authored over 20 articles, interviews, chapters, and white papers; augmented implementation frameworks, expanded our qualitative research program, and become a leading international resource in outcome measurement. These activities have enabled us to build a bespoke curriculum for our Master of Science for Health Care Transformation as well as for our suite of executive education courses on how to implement transformation in practice.

VALUE INSTITUTE FOR HEALTH AND CARE PLATFORM



Qualitative Research Enabling Clinical Transformation

A rich understanding of the lived experience of patients is foundational to designing meaningful, compassionate, value-based care. To this end, Value Institute for Health and Care directors Elizabeth Teisberg and Scott Wallace developed the Experience Group methodology, a unique qualitative research protocol that puts patients squarely in the role of the expert and uses their insights to inform health care design and redefinition. This methodology helps clinical teams make the transition to a value-based care model by enabling them to better understand the health care needs and challenges of individuals and families. We have used this approach to conduct research impacting the design, measurement, and delivery of care at both UT Health Austin and Seton/Ascension for patients with osteoarthritis, rotator cuff tendinopathy, dementia/early stage memory loss, cancer as young adults, bipolar disorder, and congenital heart disease.

Experience Group insights enable a human-centered process that improves health outcomes, creates solutions that transcend traditional boundaries, and enables change beyond incremental steps. The research enables our team to understand, from the perspective of the participants, what it is like for people to live with their specific medical and social circumstances every day, not just during medical appointments. Experience Group sessions shed light on what is easy and what is difficult about life with a particular acute medical condition, chronic condition, or combination of conditions; what needs are invisible or unaddressed; what obstacles impede better health; and what enables success. By understanding the everyday life experience of many individuals with shared circumstances, we gain insight on unmet needs and on health outcomes that define success, so that clinical teams can offer more effective solutions.



Support for High-Value Clinical Initiatives

The Value Institute for Health and Care offers support for outcome measurement using a framework that defines outcomes that matter most to patients in three categories:

- **Capability:** Does care help patients function and do the activities that are important in their lives?
- **Comfort:** Does care reduce suffering (pain, anxiety, depression) from the condition?
- **Calm:** Is care delivered in a way that keeps inconvenience and chaos at bay, so that families can live normally while receiving care?

This year we worked with UT Health Austin leaders to develop and implement measurement, using this framework to track patient outcomes as well as to gain insight on the professional experiences of clinical team members. In addition, we are engaged in an initiative to improve capability, comfort, and calm outcomes across the full cycle care over time for people born with a single heart ventricle.

The Value Institute for Health and Care also provides guidance on cost measurement to guide managerial decisions. This year we began working with the Dell Children's congenital heart anomaly team to more accurately understand costs of care for patients born with ventricular or atrial septal anomalies.

EDUCATION ON HOW-TO TRANSFORM HEALTH CARE

On August 8, 2020, the first 43 graduates were awarded the Master of Science in Health Care Transformation. The program's curriculum gives leaders frameworks, skills and insight to lead meaningful transformation in health care. From this full curriculum, we are offering an array of short executive education programs and we are building international academic partnerships. We offer heartfelt congratulations to our graduates! We look forward to supporting and following the accomplishments of these inaugural members of our growing community.



"This program has not only provided me with the tools to transform health care but has also given me insights on how I can shift the needle—even if it's just a few inches—and tilt the scale of outcomes that truly matter to others in the right direction."

– Princely Ebwe, Class of 2020

"The interdisciplinary aspect of the program was a highlight for me. I don't think that at any other point in my career I'll sit down in a room with people representing so many different perspectives across the spectrum of health care. Being able to hear and learn from those perspectives was really helpful."

– Pooja Srikanth, Class of 2020

MS IN HEALTH CARE TRANSFORMATION CLASS OF 2020

Class Size



43 students

Advanced Degrees



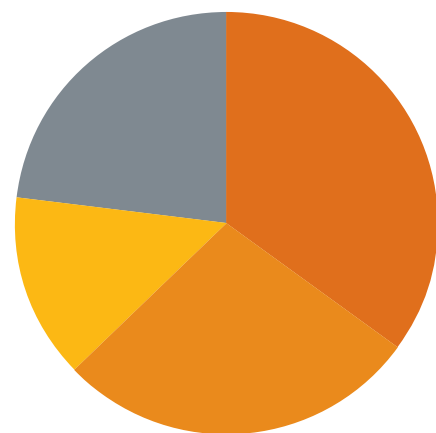
64% of students have advanced degrees (MD, MBA, MS, MPH, etc.)

Location



11 states (TX, MI, GA, AL, KS, IL, NY, VT, KY, NC, MO)

Represented Health Care Roles



- 35% Executive Administrators (Hospitals, Health Plans, Public Policy, Employer Benefits)
- 28% Clinician Leaders
- 14% Industry Leaders (Device, Pharmaceutical, Digital Health, Consulting)
- 23% UT Dell Med Students

Years of Work Experience in Health Care

Not including medical school students



Represented job titles include: CEO, CMO, CFO, CTO, Chair, Director of Business Development, Director of Clinical Social Work, Chief of Clinical Services, Chief Health Care Officer

MS IN HEALTH CARE TRANSFORMATION CLASS OF 2021

Class Size



48 students

Advanced Degrees



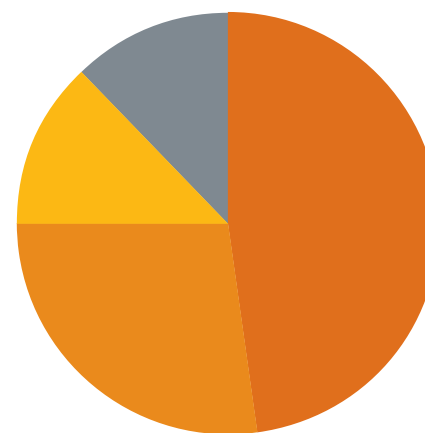
71% of students have advanced degrees (MD, MBA, MS, MPH, etc.)

Location



5 countries (US, Canada, Australia, Brazil, South Africa)
13 states (TX, MI, VA, WI, CO, TN, NY, NC, FL, CA, OH, WA, OR)

Represented Health Care Roles



- 48% Executive Administrators (Hospitals, Health Plans, Public Policy, Employer Benefits, Government Agencies)
- 27% Clinician Leaders
- 13% Industry Leaders (Device, Pharmaceutical, Digital Health, Consulting, Real Estate)
- 12% UT Dell Med Students

Years of Work Experience in Health Care

Not including medical school students



Represented job titles include: CEO, CMO, CFO, CTO, Chair, Director of Business Development, Director of Clinical Social Work, Chief of Clinical Services, Chief Health Care Officer

MASTER'S PROGRAM DEVELOPMENT

THREE CHALLENGES FOR INNOVATION IN TEACHING

1

The first challenge in creating the Master in Health Care Transformation program was creating a learning community among working professionals who would interact primarily online. To meet this challenge, the program combines high-touch synchronous and asynchronous online learning in nine courses and four immersive, on-campus residential weeks. Due to the COVID-19 pandemic, we conducted two of the 2019–2020 immersive weeks online. When not in residence, learners interacted each week during live roundtable discussions with faculty and small group assignments with their learning team.



“I also really wanted to build some relationships. And I would have to say that far exceeded my expectations. I had no idea who was going to be in the program... and I was really happy with the quality of people, the relationships we were able to build, and the connections that we made.”

– Steven Cutbirth, MBA
Class of 2020

“I was really surprised by how compassionate and supportive the faculty was...They genuinely cared about each one of us and our success and our well-being, and I felt that they were generous with their time. They wanted to help; they wanted to be there for us. Communication was there and I really appreciated that.”

– Melissa Benavides, MD
Class of 2020

“The way I’ve learned to quantify and conceptualize value in this program has allowed me to communicate the importance of measuring outcomes and expanding analysis beyond cost alone. This has enabled me to bring additional value to my clients and apply a value-based lens to the organizations I work for.”

– Lauren Jackson, MPAff
Class of 2020

“The program staff from top to bottom was top shelf, incredibly hard-working, and dedicated to giving each student a tremendous learning experience.”

– Master's Student, Class of 2020

2

The second challenge was creating a unique, powerful curriculum offering a balance of tools and insights that working professionals can use immediately with frameworks and strategies that they will need for transforming the future. Meeting this challenge were course design, development, and teaching teams that included faculty from five schools across The University of Texas; a learning experience designer; course and content specialists; and research writers.

3

The third challenge was delivering the mostly online program with grace and humor that made the technology approachable for students, staff, and faculty. The Value Institute for Health and Care team’s reputation for premium online education was highlighted when the pandemic occurred in March and UT’s classes moved online. During this transition, educators from other UT departments and schools asked the Value Institute for Health and Care’s learning experience designer, Kasey Ford, to help train faculty and monitor classes.

CURRICULUM



“The MSHCT program is life-changing. With each and every course, I’m gaining professionally relevant knowledge that I am able to confidently incorporate into my career as a physician, director, and health care advocate.”

– David Schneider, MD, Class of 2020

Fall Semester

Aspiration, Innovation & Inertia in Health Care

Worldwide, successful health care transformation requires dramatic improvement in individuals’ and families’ health care outcomes achieved for the money spent. This foundational course uses examples from around the globe to explore changes and innovations leaders must enact in culture, strategy, and measurement to achieve high-value transformation that restores health care to its purpose—achieving better health.

Creating Value for Individuals & Families

Value in health care is created when health care solutions effectively address people’s health challenges. The first step in creating solutions is to understand patients’ health needs and experiences in the context of their medical, social, economic, and physical environment. This course introduces methodology for defining relevant patient segments, assessing patients’ unmet and unarticulated needs, and identifying outcomes that matter to patients and families. Students explore the person-in-environment perspective and the social determinants of health, with the goal of understanding how high-value solutions can improve health outcomes, reduce health disparities, and enable progress toward the Quadruple Aim.

Measuring Outcomes that Matter

Improving health outcomes for individuals and families is the purpose of health care. Measuring meaningful outcomes enables learning, management, and improvement. It also unmask and enables reduction of unwarranted variation and disparities. This course teaches the fundamentals of outcome measurement: identifying meaningful outcomes; finding and creating validated and clinically actionable measures; designing systems for collecting, analyzing, and reporting health outcomes data; and accelerating learning by clinical teams.

Experiential Learning Project 1: Project Planning & Preparation

Students work in 4–5 member teams to design an experiential learning project aimed at improving value for patients and their families. Project planning includes conducting background research, identifying project objectives and critical questions, choosing an organizational setting and client, creating a project proposal, conducting a stakeholder interview, and writing a project plan. Students write an op-ed focused on their topic.



Spring Semester

Redefining Health Delivery Solutions

When health care does improve outcomes for individuals and families, its value can be increased by improving processes and efficiency. This course distinguishes between situations in need of process improvement and situations where new solutions need to be created to enable improved health outcomes for people who are not being served or are not getting good results from care. Students consider efforts to reduce unwarranted variation and manage improvement cycles. Students also learn process improvement techniques such as managing bottlenecks, reducing queues, balancing workflow, and scheduling. Finally, students consider changes needed to manage team-based, interdisciplinary processes such as those required to operate high-value Integrated Practice Units.

Health Care Finance & Payment

Successful health care organizations must be financially sustainable, and leaders need financial acumen to manage and weigh strategic decisions. This course teaches students how to understand financial information in not-for-profit and for-profit contexts. It also addresses budgeting, forecasting, and cost and managerial accounting. These tools give students the foundation to understand the financial effects of different funding or payment approaches, including value-based models.

Leadership & Communication for Managing Change

Effective leadership requires strong communication and team-building skills. Students assess their strengths and weaknesses as leaders and communicators and develop skills for building high-performance teams, giving and receiving feedback, managing ambiguity, resolving conflict, managing change, and leading transformation.

Experiential Learning Project 2: Project Measurement & Implementation

Students implement their project plan, measure outcomes, analyze the organizational setting and team, and gather data for analysis. Students then analyze results and adjust their plans to drive improvement. The semester culminates with a presentation aimed at the client organization's leadership team or board of directors.

Summer Semester

Systems & Technology Strategy

This course looks at the role of information technology (IT) to support a successful strategy for creating value for individuals and families. Students learn to articulate what their team or organization needs from IT systems, how technology can support strategy, and how to create a platform business that addresses a health problem.

Strategy for Transformation

Strategic thinking is a critical skill for leaders. Students learn how strategic thinking differs from strategic planning and explore how to apply concepts of uniqueness, tradeoffs, fit, and cause to articulate and achieve effective strategy. Using a variety of case examples, this course addresses improving value delivered by multi-facility or multi-location organizations as well as scaling high-value initiatives for high-volume implementation. Success at scale is critical to achieve high-value health care for all.

Experiential Learning Project 3: Project Evaluation & Dissemination

For this culminating class, students analyze their results, write a final report, and design a final poster to present to classmates, faculty, and organizational sponsors.

LENSES

Throughout the program, students gain perspective on three foundational lenses that shine light on critical issues for achieving higher-value health care:

- **Equity:** Students examine the nature and root causes of health and care disparities, including the relationship between social identity and power. They explore approaches to creating more equitable health care solutions, including illuminating disparities through outcome measurement, improving care for people who are unserved or poorly served, and implementing an equity assessment tool.
- **Personal leadership:** Students articulate their aspiration for changing health and care. They learn how to identify and leverage their strengths in order to lead transformational change from wherever they are and whatever role they hold. They practice communication skills to effectively engage and mobilize others and to resolve interpersonal conflicts.
- **Relationship-centered care:** Students explore how to build relationships—between clinicians, patients, and families; among teammates; and with organizational partners—that contribute to better health outcomes, better patient experiences with care, and professional success and satisfaction.

“I thought it'd be really business focused and truly just looking at health care. But when we started looking at the equity lens, it really opened my eyes there. So, I thought that was a very valuable piece of the program.”

– Kevin Anderson, MBA, Class of 2020

EXECUTIVE EDUCATION

"I had some value-based health care theory under my belt already, but this course allowed such a good lens into the implementation using relationships, empathy, and a grounded approach to outcome collection."

– Shannon Jackson, MD
Medical Coordinator, Holy Family Hospital Long Term Care
Participant in Measuring What Matters

The Value Institute for Health and Care offers interactive executive education on how to implement high-value health care. These highly-rated courses are short, concentrated, and action oriented; we expect participants to return to work able to do something differently that improves health care as a result of having attended.

We offered five executive education courses on three topic areas in 2019-2020, including two interactive courses delivered online due to the pandemic. Our programs provide tools and real-world insights from health care leaders, together with case studies on organizations that are improving outcomes and reducing costs by changing the way health care is delivered and funded. These courses provide opportunities to attend with your team or to introduce colleagues to the ideas and actions steps of transformative change. Those who want to delve even deeper in building skills to lead transformation return for our master's program.

Implementing High-Value Health Care

Participants in this introductory program discuss why value-based health care is essential to improving health and learn how to begin creating and implementing high-value care. The workshop combines case discussions of successful high-value care models from the US and Europe, including the musculoskeletal care center at UT Health Austin. These case discussions are interspersed with overview presentations and implementation frameworks that participants can readily deploy. Participants also learn about organizing care around medically relevant patient segments, identifying opportunities to improve current services, measuring meaningful outcomes, accelerating learning in clinical teams, and succeeding with new payment models.

"As a trainee, it was extremely insightful to hear from experts in the field regarding a novel approach to health care. I definitely feel that value-based care is an important aspect of medicine, and it was such a pleasure to learn how to incorporate it into our everyday practice."

– Reena Anand, MD
Clinical Associate of Pediatrics,
The University of Chicago Medicine
Participant in Implementing High-Value Health Care



Measuring What Matters

Health care leaders learn the "how to" of outcomes measurement, including where to start, what measures to use, how to calculate associated costs, and how to use tools that are currently available. Participants study the Capability, Comfort, and Calm framework, which simplifies and streamlines outcomes measurement and evaluation. They also discuss overcoming barriers to measurement and how to support a learning culture that enables continuous care delivery improvement.

"The Value Institute for Health and Care is solutions focused. This class was about what can be done, instead of how we got here—that was really refreshing! The virtual format allowed me to be fully present while also addressing a few tasks at the hospital during breaks. I appreciated how faculty altered the class discussion based on our questions and stayed late to chat with students. This model worked really well!"

– Susan Hewlitt
Executive Director, Dell Children's Foundation
Participant in Measuring What Matters

Financial Acumen for Health Care Leaders: A Value-Based Introduction

Leadership and management require financial acumen not usually taught in medical school or public health education. This course builds understanding of the information in financial statements as well as the different types of cost analysis used in health care organizations. Learners are introduced to time-driven activity-based costing to support managerial decisions and resource allocation. These understandings then enable analysis of a range of value-based payment or funding approaches.

"I found the workshop very useful and educational. It cleared up some misconceptions I had about the idea of value-based medicine. The instructors were great and led really insightful discussions. I met a lot of interesting people from all around the world, and it was neat getting to listen to all of their opinions/input."

– Tania Eid, MD,
Assistant Professor,
Department of Pediatrics, Dell Medical School
Participant in Implementing High-Value Health Care



WEBINARS



The Value Institute for Health and Care hosted an enthusiastically received webinar series in late spring and summer examining changes and current issues in health care during the COVID-19 pandemic. The webinars covered issues including public policy, measurement, and the effect of COVID-19 on accelerating health care transformation and on personal and professional resilience. Guest speakers included Retired Vice Admiral Raquel C. Bono, MD; former Texas State Senator Kirk Watson, JD; Director of Clinical Social Work Donna Shanor; Outcomes Program Officer Kathleen “Kathy” Carberry, RN, MPH; and positive psychology expert Carrie Barron, MD. Attendees for each webinar joined from all over the world and we engaged hundreds of people in the health care transformation conversation.

In the electronic version of this report, click on the titles to view a recording of the event.

How COVID-19 Is Accelerating Health Care Transformation May 15, 2020

*Elizabeth Teisberg, PhD, and
Scott Wallace, JD, MBA*

The COVID-19 pandemic focuses attention on the honored professionalism of clinicians and other health care workers. It also draws attention to the need for health care delivery to reliably and equitably achieve its purpose of helping individuals and families attain better health. With these dual spotlights comes the opportunity to redefine care in ways that consistently delivers excellence—better outcomes for patients and families and enduring support for health care professionals. A key lever for this change is measuring what matters most to both patients and the clinicians caring for them.

Measuring What Matters Now for Patients, Families and Clinicians May 29, 2020

*Elizabeth Teisberg, PhD, and
Kathy Carberry, RN, MPH*

Value Institute for Health and Care leaders discuss why a more holistic approach to measuring patient and family outcomes, as well as clinician well-being, is crucial to achieving better health for patients and restoring joy to clinical practice for health professionals.

Relationship-Centered Care: Needed Now More Than Ever - June 11, 2020

*Kathy Carberry, RN, MPH, and
Donna Shanor, LCSW, LCDC*

The COVID-19 pandemic has magnified the cracks and disparities in health care and other systems people access to meet their needs. At the same time, health care providers are experiencing moral distress and physical and mental exhaustion as they strive to help their patients in this context. The speakers discussed how psychosocial care for both patients and providers can create value by strengthening relationships and improving health outcomes.

COVID, Readiness, and Health Care: A Conversation with Retired Vice Admiral Raquel C. Bono, MD - June 25, 2020

Retired Vice Admiral Raquel C. Bono, MD, and Scott Wallace, JD, MBA

Admiral Raquel Bono, the Washington state director for Covid-19 Health System Response Management, and the former director of the Defense Health Agency, joins Scott Wallace for a discussion on the lessons for health care from the pandemic response and how the military’s concept of “force readiness” can provide insights for health care providers, employers, and policymakers as they work to re-open the U.S. economy.

Public Policy in Post-Pandemic America: A Conversation with Kirk P. Watson - July 9, 2020

*Kirk P. Watson, JD, and
Scott Wallace, JD, MBA*

Kirk P. Watson, founding dean of the Hobby School of Public Affairs, University of Houston, and Scott Wallace discuss the effects of the pandemic on health care, education, and public policy.

Connecting to Purpose: Altruism as Action July 23, 2020

*Elizabeth Teisberg, PhD and
Carrie Barron, MD*

Patients, families, and health care professionals are stretched like never before. We explore finding strength in purpose, meaning, and compassion with Carrie Barron, MD, positive psychology coach and psychiatrist.

Starting in fall 2020, we offered a new series of webinars focused on international perspectives on high-value health care.

Partnerships to Achieve High-Value Health Care: An International Perspective

September 17, 2020

*Elizabeth Teisberg, PhD,
Pieter de Bey, MSc, MBA.
(Santeon, Netherlands) and
Kenneth Forrstrøm Jense, MSc
(Roche, Denmark)*

Elizabeth Teisberg led a discussion with Pieter de Bey, Director of Santeon, the Netherlands, and Kenneth Forsstrøm Jensen, Strategic Market Access Manager for Roche, Copenhagen, Denmark. Santeon is a Dutch cooperative association of seven teaching hospitals across the Netherlands that collaborate on research to improve health outcomes. Roche is a biotech company working with hospitals, researchers, and the Danish government’s health procurement agency to develop new care delivery models that improve patient health outcomes, reduce the burden of care on patients, and decrease spending. Their discussion considered how these models work and how they accelerate improvement in patient outcomes through both cooperation and competition aimed at improving health.

INTERNATIONAL PRESENCE



The Value Institute for Health and Care platform enables international communities of practice to learn together to accelerate and enact health care transformation. Despite the limiting effect the pandemic had on travel opportunities, the Value Institute for Health and Care expanded its international reach during the past year.

Our international presence took many forms. Elizabeth Teisberg, Scott Wallace, and Alice Andrews are sought-after speakers and thought leaders internationally. Christina Åkerman, affiliate faculty, has a prominent presence in Europe, and both she and Wallace were reviewers of *Implementing Value-Based Health Care in Europe: Handbook for Pioneers*. In addition, the Value Institute for Health and Care team has served as expert witnesses, health care prize jurors, webinar moderators, conference panelists, and international executive education professors, all roles that build capacity for the leadership of health care transformation in Canada, New Zealand, Australia, and throughout Europe.

The educational and writing activities of the Value Institute for Health and Care also took place on

a global scale. We developed a virtual executive education course, the Health Care Transformation Leadership Program, in partnership with Australian National University and the Australian Centre for Value-Based Health Care and geared for an Australian audience. The cohort for this program includes officials from both national and state government agencies along with participants from the health care sector across the country. Our in-house executive education workshops included participants this year from Brazil, Canada, Denmark, Germany, Kenya, New Zealand, South Africa, Spain, and Switzerland, and our spring and summer webinar series included attendees from many European nations, the UK, and Canada, as well as Australia and New Zealand. Additionally, the MS in Health Care Transformation program enrolled students from five countries (US, Australia, Brazil, South Africa, and Canada) for the Class of 2021. Finally, our research team wrote case studies to use for teaching purposes about organizations in Australia and the United Kingdom, and our faculty team used additional cases and examples from India, Germany, Canada, Denmark, Switzerland, the Netherlands, the UK, and Sweden.

BLACK LIVES MATTER

Health and health care outcomes cannot be transformed equitably without racial justice. There is a tremendous amount to be done by each of us.

In July, our team developed a consensus on commitments that prioritize equity in our platform initiatives and in how we further this work together at the Value Institute for Health and Care. Our commitments are outlined to the right. We are in the process of identifying our baseline for each of these so that we can measure, track, and report our progress. From there, we will identify activities for improvement and measure our progress along the way.

1. Work to enable meaningful health and care outcome measurement for every individual to illuminate and eliminate health disparities
2. Participate in training and other educational experiences related to unlearning racism and prioritizing equity competence in our individual and collective work
3. Emphasize equity in our work on implementing high-value health care
4. Increase diversity in the voices, examples, and issues in our research, curriculum, and publications
5. Include in our programs training and educational experiences related to unlearning racism, prioritizing equity competence, and reducing health and care disparities
6. Recruit, hire, and promote more Black, Indigenous, and People of Color (BIPOC) team members
7. Make our programs accessible for people across abilities and socioeconomic circumstances
8. Recruit more BIPOC participants in our programs, events, and research

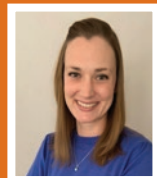
You will also find these commitments in the context of our Black Lives Matter statement on our website: <https://valueinstitute.utexas.edu/news/black-lives-matter>

FACULTY AND INSTRUCTORS

Please note that only primary appointments are listed.



Indranil Bardhan, PhD
Professor,
McCombs School of Business,
UT Austin



Erin Donovan, PhD
Associate Professor,
Moody College of
Communication, UT Austin



Barbara Jones, PhD
Associate Dean, Department
Chair, Professor, Steve Hicks
School of Social Work,
UT Austin



Anjum Khurshid, MD, PhD
Assistant Professor,
Dell Medical School, UT Austin



Steve Limberg, PhD
Chaired Professor,
McCombs School of Business,
UT Austin



Kristie Loescher, PhD
Senior Lecturer & Director,
McCombs School of Business,
UT Austin



Doug Morrice, PhD
Associate Dean for Undergraduate
Programs, Chaired Professor
McCombs School of Business,
UT Austin



Paula X. Rojas, BA
Community Equity
Strategy Consultant,
Embody Transformation



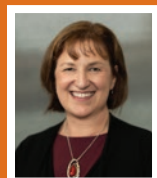
Carrie Barron, MD
Assistant Professor,
Dell Medical School, UT Austin



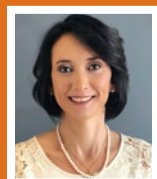
Elizabeth Teisberg, PhD
Distinguished University
Chair & Professor,
Dell Medical School and McCombs
School of Business, UT Austin



Scott Wallace, JD, MBA
Associate Professor,
Dell Medical School, UT Austin



Alice Andrews, PhD
Assistant Professor,
Dell Medical School, UT Austin



Kathy Carberry, RN, MPH
Assistant Professor,
Dell Medical School, UT Austin



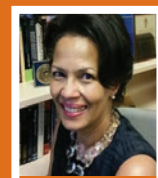
Chris Ulack, PhD
Qualitative Research Manager,
Dell Medical School, UT Austin



Christina Åkerman, MD, PhD
Affiliate Faculty,
Dell Medical School, UT Austin



Kevin Bozic, MD, MBA
Chair of Surgery and
Perioperative Care & Professor,
Dell Medical School, UT Austin



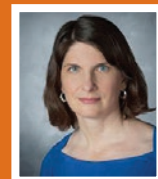
Virginia Brown, PhD
Assistant Professor &
Associate Director,
Dell Medical School, UT Austin



Jose Colucci, PhD
Director of Research and
Development & Associate,
Professor, Dell Medical School,
UT Austin



Gail Eckhardt, MD
Associate Dean of Cancer
Programs, Department Chair,
& Professor, Dell Medical School,
UT Austin



**Alexandra García,
PhD, RN, FAAN**
Professor,
School of Nursing, UT Austin



Kendra Koch, PhD
Adjunct Assistant Professor,
Steve Hicks School of Social Work,
UT Austin



Karl Koenig, MD, MS
Associate Professor,
Dell Medical School, UT Austin



Elizabeth Kvale, MD, MSPH
Associate Professor,
Dell Medical School, UT Austin



William Sage, MD, JD
Professor,
School of Law, UT Austin



Steve Steffensen, MD
Associate Professor,
Dell Medical School, UT Austin

"Everyone is incredibly gracious with all their knowledge and their heart and their care. It's as if everything was baked in—just so intentional and every little piece of it was well thought out and well intended."

– Donna Shanor, LCSW, LCDC, Class of 2020

"The culture is collaborative and energized—it feels like we're working toward something special. I am very grateful for all of your instructional team members; everyone's help has made my work possible, and better."

– Erin Donovan, PhD
MS in Health Care Transformation Faculty



Victoria Valencia, MPH
Assistant Professor &
Assistant Director,
Dell Medical School, UT Austin



Stephen Walls, PhD
Director & Senior Lecturer,
McCombs School of Business,
UT Austin



Lorraine Ward, MBA, MPP
Executive Director of Planning
& Business Development,
Dell Medical School, UT Austin



Keegan Warren-Clem, JD, LLM
Adjunct Professor,
School of Law, UT Austin



Gil Welch, MD, MPH
Senior Researcher,
Brigham & Women's
Hospital of Boston



Amy Young, MD
Chief Clinical Officer & Professor,
Dell Medical School, UT Austin

SPECIAL GUESTS AND PANELISTS



"It was really interesting to hear directly from the people who are making changes in the health care room...it was nice to be able to tap into their brains and see what they're doing and what they're thinking."

– **Melissa Benavides, MD**
Class of 2020

Toby Cosgrove, MD

Executive Advisor, Cleveland Clinic

Caitlin Johnston, JD

Young Adult Advisory Board,
LIVSTRONG Cancer Institute

Abby Morales

Young Adult Advisory Board,
LIVSTRONG Cancer Institute

Brittany Yelverton, MA

Young Adult Advisory Board,
LIVSTRONG Cancer Institute

Raquel Bono, MD

Admiral (retired), United States
Navy & Defense Health Agency

Kellee Coleman

Senior Business Process Consultant,
City of Austin

Amy Compton-Phillips, MD

Executive VP & Chief Clinical Officer,
Providence St. Joseph Health

Rushika Fernandopulle, MD, MPP

Co-founder and CEO, Iora Health

Charles Fraser, MD

Chief of Pediatric and Congenital
Surgery, Texas Center for Pediatric
and Congenital Heart Disease

Stephanie Hayden, MSW

Director, Austin Public
Health Department

Chris Hunter, MBA

President of Employer Group
& Military Segment, Humana

Margaret Kini, MD

Physician & Associate Professor,
CommUnityCare &
Dell Medical School, UT Austin

Tom Meredith, JD, LLM

Partner & CEO, Brightstar Capital
Partners & MFI Capital

Dick Migliori, MD

Executive VP & Chief Medical Officer,
UnitedHealth Group

Brion Oaks, MPA

Chief Equity Officer, City of Austin

Betsy Owens, MBA

Chief Marketing and Innovation Officer
& Senior VP, Shirley Ryan AbilityLab

Chris Palmieri, MSHCA

President and CEO,
Commonwealth Care Alliance

Geoff Parker, PhD

Professor & Director,
Engineering, Dartmouth College

Rebekkah Schear, MIA

Associate Director,
Dell Medical School, UT Austin

Lee Shapiro, JD

CFO, Livongo

Joanne Smith, MD

President & CEO,
Shirley Ryan AbilityLab

Kirk Watson, JD

Founding Dean, Hobby School of
Public Affairs, University of Houston

Tammy Noel, MSN, FNP, ONP-C

Associate Provider, MSK Institute,
UT Health Austin

Melissa Miller, MSW

Social Worker, MSK Institute,
UT Health Austin

Susan Leslie

Retired Educator

Jon Calvin, CPA, CMA, CHFP, MSHCT

CEO, Lone Star Circle of Care

Kevin Anderson, MBA, MSHCT

CEO, Covenant Children's Hospital

Carlos Mery, MD, MPH

Surgical Director, Texas Center for
Pediatric and Congenital Heart Disease

Liz Kapeel

Lab Technician,
Dell Medical School, UT Austin

EXPERT CONTRIBUTORS

Benjamin Anderson, MBA, MHCDS

Vice President of Rural Health and Hospitals

Deb Cole, MD

CEO

Jeff Cook, MHA

CEO

Katie Earnest, MS

Nurse Manager

Alexander Hamilton, MD

Consultant Forensic Psychiatrist

Richard Harvey, MD

Clinical Chair

Mark Hernandez, MD

Chief Medical Officer

Sachin Jain, MD, MBA

President & CEO

Sanjith Kamath, MBA, MRCPsych

Executive Medical Director

Peggy Kirk, RN

Chief Operating Officer & Senior VP

Richard Lieber, PhD

Chief Scientific Officer & Senior VP of Research

Jessica McClure, PsyD

Clinical Director of Behavioral Medicine
and Clinical Psychology

Susan McKee, MBA

CEO

James Sliwa, DO

Chief Medical Officer

Zoe Wainer, PhD

Director of Clinical Governance

Paul Wallang, MB, ChB

Associate Medical Director for Research and Innovation

Devin Williams, DC, NP-C

Health Professional Specialist

Kenny Cole, MD, MHCDS

System Vice President of Clinical Improvement

Alison MacDonald, MPA, MHCDS

Vice President, Policy and Federal Affairs

Alice Parshall, PhD, MBBS, BSc, FRCPsych

Consultant Psychiatrist

Paul Douglas, MBA

VP of Strategy & Human Resources

Edgardo Tenreiro, MBA

CEO

Stacey Nolan

Manager of Benefits and Employee Health/Wellness

Annelise Page, MS, MA, LCGC

Patient

Honor Page, MS

Family Member/ Caregiver/ Advocate

Andrew Hofmeister

Assistant Chief

Alexandra García, PhD, RN, FAAN

Professor

VALUE INSTITUTE FOR HEALTH AND CARE TEAM



The Value Institute for Health and Care is a highly collaborative interdisciplinary team that represents decades of expertise in various fields, including clinical and leadership aspects of achieving high-value health care as well as research, writing and communications, pedagogy, and marketing. In particular, members of the team have spent years studying patient needs, outcomes measurement, cost measurement, interdisciplinary learning teams, care delivery solutions, health care funding and payment, and strategies for growth. In addition, the team has honed its pedagogical strategy by developing effective and engaging educational experiences for both health care leaders enrolled in its executive education programs and students in the Master of Science in Health Care Transformation.

“You can tell everyone that works at the Value Institute for Health and Care and McCombs is energetic and passionate about it, really believes in it. That helped with the energy and getting to know one another.”

— Donna Shanor, LCSW, LCDC
Class of 2020

Christina Åkerman, MD, PhD
Affiliated Faculty, Department of
Medical Education, Dell Medical School

Alice Andrews, PhD
Director of Education

Carrie Barron, MD
Director of Creativity for Resilience Program,
Dell Medical School

Kathleen Carberry, RN, MPH
Outcomes Program Officer

Catie Cleary, MFA
Research Writer

Robert Cross, MBA
Assistant Director of Operations

Victoria Davis, PhD
Course & Content Specialist

Kasey Ford, MA
Instructional Technology Manager

Brendan Hardy, MEd
Director of Recruiting,
Admissions, and Partnership Development

Leah Galuban
Senior Academic Program Coordinator

Aida Gonzalez, MEd
Education Program Manager

Danielle Hicks-Smiley, MA
Marketing and Communications Coordinator

Rachel Lee
Research Writer

Amy Madore, MPA
Senior Course and Content Manager

Sarah O'Hara, MPH
Course & Content Specialist

Elizabeth Teisberg, PhD
Executive Director

Christopher Ulack, PhD
Experience Group Manager

Scott Wallace, JD, MBA
Managing Director

Andrew Well, MD, MPH, MSHCT
Health Transformation Fellow
Congenital Heart Surgery

Brandy Whitten
Executive Assistant



EXPERIENTIAL LEARNING PROJECTS

All students work throughout the year on a team project to transform an aspect of health care delivery to improve value for patients. This Experiential Learning Project (ELP) extends over three semesters, building on the program content as the year evolves.

This year, almost all of the teams had to change some aspect of their project due to the COVID-19 pandemic. We commend their resilience. The Class of 2020's projects included:

Patient Reported Outcomes in AFib

The AFib PROMS ELP seeks to explore current validated patient-reported outcomes pertaining to atrial fibrillation (AFib) treatment and identify the comprehensive needs and respective measures of patients post AFib ablation. Although COVID-19 delayed the execution of qualitative research, the project uncovered another gap in current research: the need for the validation of electronic versions of current measures to be administered remotely.

Fragmentation Busters

Patients who attend residential addiction treatment and transition back to their home environments often do not experience optimal outcomes and sustained recovery. This project aims to evaluate treatment delivery and gaps in care by interviewing patients about their experiences, discussing what outcomes matter most to them, and creating feasible solutions while including those patients in the feedback loop.

ADAPT: Mobile Direct Primary Care

A.D.A.P.T. is a Mobile Direct Primary Care model that provides access to cost-effective quality care at the convenience of your workplace. Patient-centered care where you need it, when you need it.

Operation Re-Connect: The AiVA Project

This project is focused on assisting veterans who were discharged from Center for the Intrepid (CFI) and are reintegrating back to their communities by connecting them with services and supports that can provide a solution to possible health care access challenges, mental health issues, and the effects of social isolation. Their platform will help to extend the care cycle in an integrated approach, using FHIR to promote interoperability by aggregating patient data from ALHTA, CFI and MyHealthEVet, and leveraging artificial intelligence and machine learning to direct patients to community resources centered on the needs of the veterans. This will provide value-based outcomes that matter most to these patients and their families.

UT Cancer Care Collaborative

Expansion of the UT MD Anderson Cancer Center (MDACC) brand / care model into UT system hospitals has been proposed as a strategy to increase patient access to state-of-the-art, multidisciplinary cancer care across the state of Texas, and attract new patients into the realm of UT health care. The UTC3 collaborative project explores perceptions of how this relationship is working in the collaborative interface between MDACC and UTMB.

Project Headwaters

Project Headwaters is a primary care IPU-based team model that co-locates important community services, such as medical services, education programs, a senior center, a community kitchen and a farm.

Mother-Baby IPU

This project aims to design an integrated, informative, relational, multidisciplinary maternal and infant care model that spans the entire care continuum from conception through the first year postpartum, with the goal of delivering individualized, high-value care to patients. Ultimately, the work to develop the Mother-Baby IPU will drive value-creation for babies and their families. It will create an environment that allows both patients and providers to feel supported and united as they work to deliver all the care that moms and babies need to achieve not just health, but wellness.

Food, Fitness, and Family

This project is designed to gain insights into the changing dietary, exercise, and family connection behaviors that affected the overall health of individuals and families while restricted to home during a pandemic. This team developed a 20-question survey, which included questions on changes in eating habits, activity levels, and screen time.

Rare Tumor Telehealth Consortium

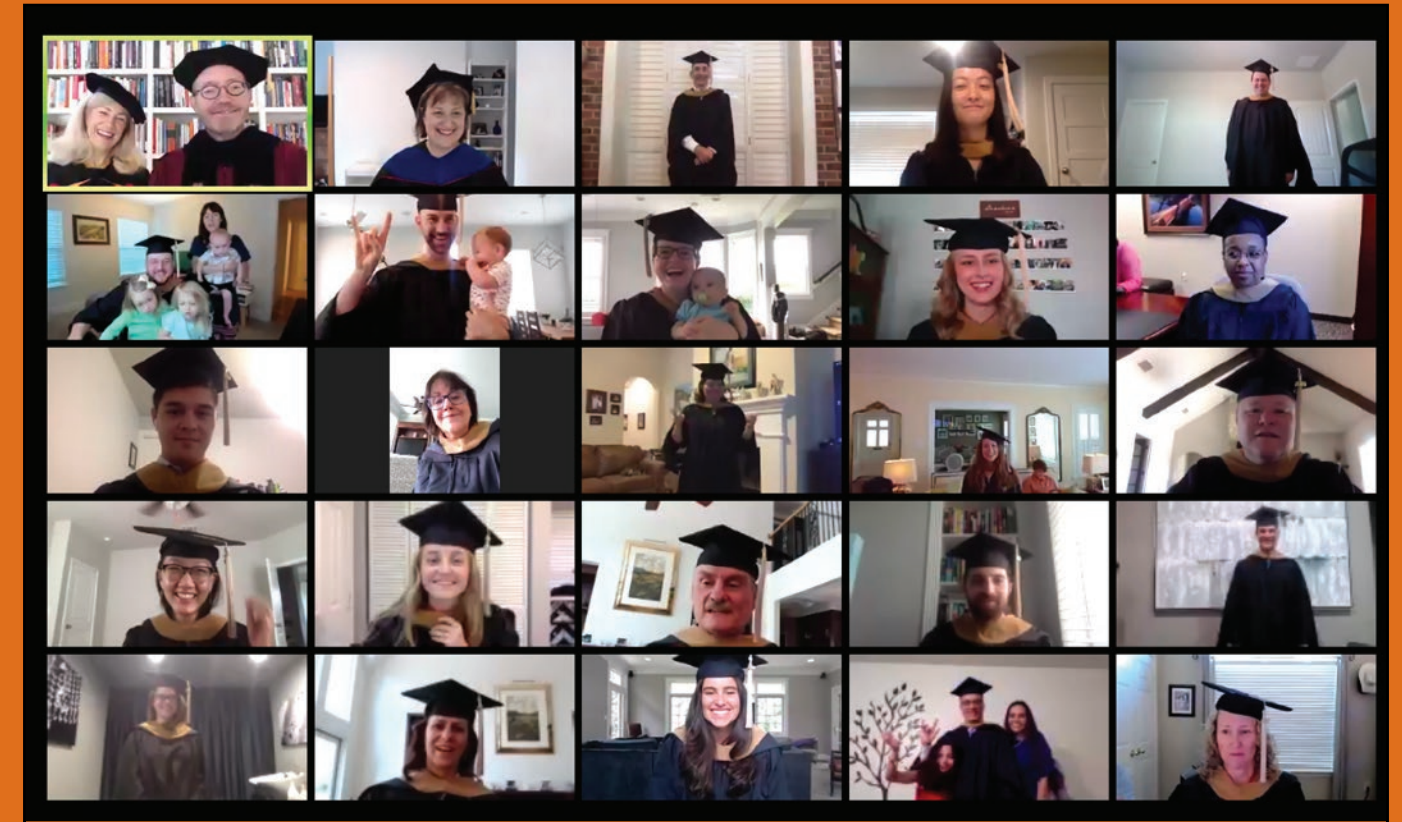
The Rare Tumor Telehealth Consortium will leverage telehealth services to virtually connect rare tumor patients with rare tumor academic oncology experts at MD Anderson Cancer Center.

INVESTITURE

The Investiture ceremony for the Class of 2020 was held virtually on Saturday, August 8. Guest speakers included UT Austin President Jay Hartzell; Dell Medical School Dean Clay Johnston; and McCombs School of Business Interim Dean Lillian Mills. Our featured speaker was Toby Cosgrove, MD, the former CEO and president and current executive advisor of the Cleveland Clinic. Class members nominated their fellow classmate Rhonda Mundhenk to deliver a powerful speech on the importance of equity in high-value health care.

Watch the entire ceremony and various special tributes at the links below.

- [Class of 2020 Investiture Ceremony](#)
- [Rhonda Mundhenk, Student Speaker](#)
- [Class of 2020 Memory Photo Slideshow](#)
- [Faculty and Staff Congratulatory Video](#)



“You all did a terrific job transforming what is usually a formal event in a formal setting into an intimate, at-home, meaningful ceremony. I appreciate how much thought you put into it and it was an appropriate and well-composed event for the times.”

– Master’s Student, Class of 2020



2020 GRADUATES

Kevin Anderson, MBA

CFO, Covenant Children's Hospital of Providence,
St. Joseph Health System

Samuel Baldazo

MD Candidate, Dell Medical School at
The University of Texas at Austin

Dash Ballarta MPAff, MS, CHCIO

Project Leader, Nomi Health

Melissa Benavides, MD

Family Physician, Magenta Health

Shelly Brey, SPHR

Benefits Strategy Leader, Whole Foods Market

Jon Calvin, CPA, CMA, CHFP

CFO, Lone Star Circle of Care

Satya Chigurupati

Senior Advisor, Enterprise Data Analytics
and Insights, Anthem Inc.

Steven Cutbirth, MBA

Director of Marketing, The Karis Group

Katrina Daniel

Chief Health Care Officer,
Teacher Retirement System of Texas

Blake Denison, FPP, CCP

Director of Clinical Perfusion,
Texas Center for Pediatric and
Congenital Heart Disease

Princely Ebwe, DC

Security Operations Center Analyst,
Aspire Technology Partners

Joseph Funk, MD

Emergency Medicine Physician,
Chief of Staff, Northside Hospital

Kathleen Funk, MD

Emergency Medicine Physician,
Northside Hospital

Blake Gentile, MBA

Executive Administrative Director,
Stanford Children's Health

Brigham Godfrey, BSN, RN

Director of Telehealth and Digital Initiatives,
Alabama Cardiovascular Group

Lars Hegstrom

MD Candidate, Dell Medical School at
The University of Texas at Austin

Shane Hudson, MS, LCP, LCAC

President and CEO
CKF Addiction Treatment

Lauren Waters Jackson, MPAff

Senior Consultant,
Capital Healthcare Planning

Hannah Kay

MD Candidate, Dell Medical School at
The University of Texas at Austin

V. Suzanne Klimberg, MD, PhD

Professor and Chief,
Division of Surgical Oncology UTMB Health

Javier Ley, PhD, MA

Senior Vice President of Operations,
Midwest Region, Valley Hope

Barbara Markel, BSN

Director of Women's Services,
HCA Houston Healthcare Northwest

Natalie Marotta

Solution Sales & Operations Consultant,
Livongo



Sarah Martinez

Rights Protection Officer,
Austin State Hospital

Suzanne McEachron

Healthcare Executive

Rhonda Mundhenk, JD, MPH

CEO, Lone Star Circle of Care

Dolly Nam

MD Candidate, Dell Medical School at
The University of Texas at Austin

Kayla Nussbaum

MD Candidate, Dell Medical School at
The University of Texas at Austin

Michael Overman, MD

Professor of Gastrointestinal Medical Oncology,
MD Anderson Cancer Center

Amy Papst, MD

Chief Medical Officer, Ascension Texas

Viviana Pelton, MBA, RHIT, CPC, CPB, RMA

Manager of Provider Reimbursement,
Central Health

Tucker Pope, MSHA

MD Candidate, Dell Medical School at
The University of Texas at Austin

Emily Rosen

MD Candidate, Dell Medical School at
The University of Texas at Austin

Merrick Ross, MD

Professor of Surgical Oncology,
MD Anderson Cancer Center

David Schneider, MD

Associate Medical Director,
Community Health Centers of the Rutland Region

Donna Shanor, LCSW, LCDC

Director of Clinical Social Work, Dell Medical School
at The University of Texas at Austin

Kevin Spencer, MBA

Director of Strategic Analytics, Humana

Pooja Srikanth

MD Candidate, Dell Medical School at
The University of Texas at Austin

Maria Stavinoha, MPA

Director of Corporate Strategy,
Memorial Hermann Health System

Micheal Jace Tarver, MSMP

MD Candidate, Dell Medical School at
The University of Texas at Austin

Douglas Tyler, MD

Chair in Surgery, UTMB Health

Andrew Well, MD, MPH

Health Transformation Fellow in
Congenital Heart Surgery,
Dell Children's Medical Center

Michelle Zhang

MD Candidate, Dell Medical School at
The University of Texas at Austin

SPECIAL ACKNOWLEDGMENTS

We gratefully acknowledge the vision, leadership, and financial support that has enabled the work described in this report.

Clay Johnston, dean of Dell Medical School, and Jay Hartzell, former dean of the McCombs School of Business and current president of The University of Texas, recognized the opportunity for an interdisciplinary, dual-school approach to studying health care and articulating a path for its transformation. These leaders committed significant financial resources and, importantly, protected the time of faculty, so that the Value Institute for Health and Care could be built and the master's program launched.

Executive Vice Dean of Academic Affairs for Dell Medical School Sue Cox and Associate Dean of Instructional Innovation at McCombs School of Business, Prabhudev Konana, provided invaluable insight and guidance in the design, approval process, and launch of the master's program.

The Value Institute for Health and Care has benefited from not only the financial support of The Cullen Trust for Higher Education, but also from the counsel and friendship of its chairman of the board, Corbin Robertson. The generous chair endowment and continuous, enthusiastic support for the Institute's mission reflect Mr. Robertson's longstanding commitment to ensuring effective and efficient health care for everyone. We are proud to be part of the legacy Mr. Robertson and the Trust are creating.

ALUMNI

Completing the Master of Science in Health Care Transformation program was a significant step in our graduates' transformation journey. They will continue to learn and grow, building on the lessons and skills they gained in the program. We intend to be with these leaders every step of the way and encourage them to share their experiences with us and each other.

The inaugural alumni class of 2020 worked actively with our staff to establish the framework of their alumni organization. The newly graduated students are now members of the Health Care Transformation Alumni Society and have nominated and voted for their first officers: President Doug Tyler, Treasurer Jon Calvin, and Social Chair Sam Baldazo.

Within the next few months, we will launch an online community platform where master's and executive education alumni, current students, faculty, and staff will continue sharing support for implementing high value health care. This networked community will continue to grow with each year's new cohort of alumni.





The University of Texas at Austin

Value Institute for Health and Care

Dell Medical School & McCombs School of Business

