

# Seminars in Health Care, 2004-05

## Welcome

Welcome to the Health Sector Management seminar series. We are proud of the distinguished group that we have scheduled to speak. We hope that you find the speakers to be interesting and informative.

## Instructor

**Instructor:** David Ridley

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**Course site:** <http://faculty.fuqua.duke.edu/~dbr1/seminar>

## Objectives

- Expand the breadth and depth of students' understanding of health sector management.
- Complement the material from the MBA core courses by demonstrating applications to the health sector.
- Facilitate interaction between HSM students, alumni, and prospective employers.

## Schedule

We will meet on most Wednesdays when classes are in session. All seminars will be in Geneen Auditorium and all are scheduled for Wednesdays from 10:30 to noon, except seminars by Jeff Moe (Wednesday, 9/8, 10:30-11:30) and William Weldon (Tuesday, 10/26, 10:30-11:30). The schedule is available on the web at <http://faculty.fuqua.duke.edu/~dbr1/seminar/schedule.html>.

We are acutely aware of the "Wednesday Paradox." Nothing is scheduled on Wednesdays so everything is scheduled on Wednesdays. People believe that Wednesday is a free day so they schedule many activities for that day. We certainly understand that there will be conflicts. You may miss 3 seminars without penalty. If you must miss more than 3 seminars, please E-mail me.

## Course Credit

The course is listed as Health Management 225/226 and is worth 2 credits per year. The HSM office will register you for the course. Grading is "credit/no credit." Students who do all of the following can be confident that they will receive credit for the class:

- Provide a meaningful contribution to class discussion. To facilitate class discussion, please display your name placard.
- Submit an evaluation after each seminar that you attend.
- Submit timely and helpful host team projects (see host team below).
- Miss no more than 3 of the seminars. If you must miss more than 3 seminars, please E-mail me.

There will be a sign-in sheet at each seminar. By signing in, you affirm that you made a good faith effort to attend all of the seminar. Doing otherwise is a violation of the honor code.

## Host Teams

The host teams serve three purposes. First, they promote interaction between the speaker and the students. Second, they ensure that there is a core group in the audience with some expertise on the topic. Third, they provide peers with executive summaries of the readings and presentations.

In late August, you will have an opportunity to sign up to be a member of the host team for one speaker. The schedule contains links to short biographies of the speakers. Host teams will likely have two to eight members. To sign up, go to [www.fuquaworld.duke.edu](http://www.fuquaworld.duke.edu), find "My Courses" and click on "Team Builder."

Host team members will have the following responsibilities:

1. Write a one-page executive summary of each reading. By Friday at noon the week before the seminar, the host team should submit a single document to David that contains a one-page summary of each reading.
2. Take the speaker to lunch at the Thomas Center. Business casual attire is appropriate.
3. Provide your peers with a two-page executive summary of the talk within one week after the seminar. This summary is intended to spark the memories of your peers when they are preparing for their interviews. Please E-mail it to David. Again, please submit one summary per host team.

Please note that for the seminar by Judy Lewent the host team will be small in order to accommodate lunch with faculty. For the seminar by Bill Weldon, the host team will attend a small group discussion en lieu of lunch, because it is a joint seminar with the Dean's Distinguished Speaker Series.

## Feedback

We are excited about the speakers in this year's seminar series. If you find the speakers to be interesting and informative, then you owe thanks in part to last year's class. They provided very helpful feedback about last year's speakers. We hope that you too will fill out evaluations after each seminar in order to help us to improve the class both this year and next. Please see the links on the schedule for on-line evaluation submission.

## 2004-05 Schedule

All seminars will be held in Geneen Auditorium and are scheduled for Wednesday 10:30 to noon except for seminars by Jeff Moe (Wednesday, 9/8, 10:30-11:30) and William Weldon (Tuesday, 10/26, 10:30-11:30).

Term	Date	Speaker	Topic	Readings	Core Course
1	Wed, 9/8, <b>10:30-11:30</b>	Jeffrey Moe, Director, Fuqua	Physician Guidelines	<ul style="list-style-type: none"> <li>The Quality of Health Care Delivered to Adults</li> </ul>	Managerial Effectiveness
	Wed, 9/15	Dan Sullivan, District Manager, Eli Lilly	Valuation of Molecules	<ul style="list-style-type: none"> <li>10 Indispensable Characteristics of Successful Pharmaceutical Pricing</li> <li>The Pharmaceutical Industry: Challenges in the New Century</li> </ul>	Managerial Economics
	Wed, 9/22	William Fulkerson, CEO, Duke Hospital	Healthcare Delivery: Challenges & Opportunities	Redefining Competition in Healthcare	Managerial Effectiveness
	Wed, 9/29	Judy Lewent, CFO, Merck		<ul style="list-style-type: none"> <li>Scientific Management at Merck: Interview with Judy Lewent</li> </ul>	Financial Accounting
	Wed, 10/6	Howard Underwood, Head of Informatics, Aetna, Inc.	Risk-Adjustment in Health Insurance	<ul style="list-style-type: none"> <li>Applying Diagnosis-Based Predictive Models (pp. 1,4-7)</li> <li>Period of Adjustment</li> <li>Concentration of Health Care Expenditures</li> </ul> <hr/> Optional: <ul style="list-style-type: none"> <li>Claims-based Methods of Health Risk Assessment (focus: sections 1,4,5)</li> </ul>	Probability and Statistics

Term	Date	Speaker	Topic	Readings	Core Course
2	Tue, Oct26	William Weldon, CEO, J&J Joint with DSS	Leadership & Growth	<ul style="list-style-type: none"> <li>• Staying on Top: William Weldon</li> <li>• Blood Feud: Stents</li> </ul>	Managerial Effectiveness
	Wed, Nov3	Stelios Papadopoulos, Managing Director, SG Cowen Joint with e-vision	Biotechnology: Wall Street Perspective	<ul style="list-style-type: none"> <li>• EY-Global Biotechnology Report</li> <li>• Life After Enron in World of Biotech</li> <li>• Evolving Paradigms in Biotech IPO</li> <li>• Business Models in Biotech</li> <li>• Biotech's Consolidation</li> <li>• Biotech Dismal</li> </ul>	Global Financial Management
	Wed, Nov17	Pat Morrow, Product Manager, GSK	Pharmaceutical Marketing	<ul style="list-style-type: none"> <li>• Branding in Pharma</li> </ul>	Marketing Management
3	Wed, Jan26	Mark Sunderland, Manager, Cardinal/Pyxis	Automation in Healthcare	<ul style="list-style-type: none"> <li>• Pyxis</li> <li>• Cardinal</li> </ul>	Operations Management
	Wed, Feb2	George Mathew, Black Belt, GE Medical Systems	Six Sigma	<ul style="list-style-type: none"> <li>• Six Sigma: What Is It and How to Use It</li> <li>• Six Sigma Meets the Service Economy</li> </ul>	Operations Management
	Wed, Feb16	Gregg Talbert, Manager, Eli Lilly	Using Options to Structure Flexible Partnerships	<ul style="list-style-type: none"> <li>• Pharmaceutical Licensing - Setting Commercial Terms</li> </ul>	Decision Models
	Wed, Feb23	Matt Shaulis, Product Manager, Ortho Biotech	Planning & Control Systems	<ul style="list-style-type: none"> <li>• Planning &amp; Control Systems</li> </ul>	Managerial Accounting
4	Wed, Mar23	David Sugano, VP, Schering-Plough	Global Pharmaceutical Pricing	<ul style="list-style-type: none"> <li>• Pharmaceutical Pricing Strategies</li> <li>• Perspectives on the Pharmaceutical Industry</li> </ul>	Global Economic Environment of the Firm
	Wed, Apr6	Douglas Durand, former VP, TAP Pharmaceutical Products Inc.	Ethical Issues in Sales and Marketing	<ul style="list-style-type: none"> <li>• TAP trial</li> <li>• TAP impact</li> </ul>	Ethics
	Wed, Apr27	Barak Richman, Asst Prof, Duke Law	Legal Issues in Healthcare	<ul style="list-style-type: none"> <li>• Civil Wars</li> <li>• "Business &amp; Its Environment" by Baron (pp. 1-15 and 19-23)</li> </ul>	Legal Environment

## Speaker Biographies

### Douglas N. Durand

*former VP for Sales at TAP Pharmaceutical Products Inc.*

Doug Durand has twenty-six years of successful management and technical experience, with a broad background in pharmaceutical sales and marketing. His record of achievement has included senior management responsibility in both field sales leadership and headquarters marketing, including international marketing. Prior to his retirement, Doug was Vice President of Sales for ePocrates Inc.; a venture funded “start-up” selling sponsorship opportunities, via a unique marketing channel, to the pharmaceutical industry. He serves as managing director for Durand Venture Associates (an angel investor) and sits on the board of directors for two start-up biotech firms, Q-RNA and Healthspex.

Mr. Durand was the “whistle-blower” in the two largest cases of health care fraud, to date, in the U.S. After leaving TAP Pharmaceuticals he worked with the U.S. Attorney’s offices in Philadelphia, Boston, and Wilmington to expose the Medicare fraud engaged in by both TAP and Zeneca. As a result of his actions the federal government secured settlements of \$875 million from TAP and \$355 million from Zeneca (now AstraZeneca).

His record of achievement has included senior management responsibility in both field sales leadership and headquarters marketing, including international marketing.

Douglas Durand is a pharmacist and graduate of the University Of Rhode Island -College Of Pharmacy with a BS degree.

### William J. Fulkerson Jr.

*Chief Executive Officer  
Duke Hospital*

William J. Fulkerson Jr., MD, HS, MBA is chief executive officer and chief medical officer of Duke University Hospital and vice president of Duke University Health System. He is also a professor of medicine at Duke University Medical Center and a nationally renowned specialist in pulmonary and critical care medicine.

A North Carolina native, Dr. Fulkerson was born in Charlotte and received his undergraduate and medical degrees from the University of North Carolina at Chapel Hill. He completed his internship and residency at Vanderbilt University in Tennessee, where he also completed a fellowship in pulmonary and critical care medicine. More recently, while serving in a leadership role at the medical center, Dr. Fulkerson earned a master’s degree in business administration from Duke’s Fuqua School of Business.

Dr. Fulkerson joined Duke in 1983 as an assistant professor of medicine. He subsequently has served as medical director for Duke’s medical intensive care unit, director of critical care services for Duke Hospital, at-large member of the Duke Private Diagnostic Clinic (PDC) Board of Managers, division chief of pulmonary and critical care medicine, vice chair of the department of medicine, and executive medical director of the PDC. Dr. Fulkerson was serving as chief medical officer for Duke University Hospital and the PDC when he was named CEO of Duke Hospital in April 2002.

In addition to his administrative duties, Dr. Fulkerson is active in clinical research areas including adult respiratory distress syndrome, sepsis, and outcomes of critical illness. He currently is co-principal

investigator of the Acute Respiratory Distress Syndrome (ARDS) Network, a 10-center research network established by the National Institutes of Health.

Dr. Fulkerson has published numerous journal articles and textbook chapters, and has twice received the Eugene A. Stead Jr. Award for Excellence in Teaching from the Duke Department of Medicine (in 1985 and 1996). A member of a number of professional organizations including the American College of Physicians and the American Thoracic Society, Dr. Fulkerson is also a fellow of the American College of Chest Physicians, the Society of Critical Care Medicine, and the American College of Healthcare Executives.

## **Judy C. Lewent**

*Executive Vice President & Chief Financial Officer  
President, Human Health Asia  
Merck & Co., Inc.*

Judy Lewent is responsible for worldwide financial, corporate development, and corporate licensing matters, as well as for the Merck human health business in Asia North and Asia South, and for the Merck current joint venture relationships with Johnson & Johnson and Aventis (and the former Merck joint venture relationships with Astra and DuPont). She is Chairman as well as a Board member of Merck Capital Ventures. Judy serves as a member of the Merck/Schering-Plough Partnerships Worldwide Operating Committee and Singapore Board and the Merck Lundbeck Gaboxadol Central Steering Committee. She is also a member of Merck's Management Committee, a senior management group which makes strategic decisions for the Company.

Ms. Lewent joined Merck in 1980 as Director, Acquisitions and Capital Analysis. She was promoted to Assistant Controller of the Merck Research Laboratories in 1983 and to Executive Director of Financial Evaluation and Analysis in 1985. Ms. Lewent was elected Vice President and Treasurer in October of 1987, to Vice President for Finance and Chief Financial Officer in March of 1990, to Senior Vice President and Chief Financial Officer in December 1992, and to Executive Vice President and Chief Financial Officer in February 2001. In January 2003, Ms. Lewent gained additional responsibilities as President, Human Health Asia.

Ms. Lewent is a member of the Board of Directors of Dell Inc., Motorola, the National Bureau of Economic Research, and Penn Medicine (University of Pennsylvania Health System); a trustee of the Rockefeller Family Trust; a life member of the MIT Corporation; and a member of the American Academy of Arts & Sciences.

Ms. Lewent earned a B.S. in Economics from Goucher College in 1970 and an M.S. in Management from MIT's Sloan School of Management in 1972. She received an Honorary Doctorate of Humane Letters from Goucher College in 1998, an Honorary Doctorate of Engineering from Stevens Institute of Technology in May 2000, and an Honorary Doctorate of Science from the New Jersey Institute of Technology in January 2004.

## **George T. Mathew**

*Six Sigma Black Belt Consultant  
General Electric Healthcare – Performance Solutions*

Dr. Mathew is a 2003 graduate of Duke's Fuqua School of Business. Prior to this, he completed his medical degree at Boston University and his medical residency in Internal Medicine through Yale University. He spent his summer internship at Smith Barney, working with their Biotechnology Equity Research group. After graduation from Fuqua, he was hired into GE Healthcare Technologies' Performance Solutions, an

operations consulting arm that utilizes Lean manufacturing and Six Sigma methodology in hospital organizations to increase efficiency and reduce costs. Since being hired, he has had the opportunity to lead several consulting projects in New York, New Jersey, and is currently co-leading an engagement in Georgia. He is also currently involved with clinical teaching for new consultants, and working on product development for new clinical applications of Lean Six Sigma.

## **Jeffrey L. Moe**

*Director of Health Sector Emerging Issues & Development  
The Fuqua School of Business*

Jeffrey L. Moe, Ph.D., is the director of health sector emerging issues and development for the Health Sector Management program. Dr. Moe comes from GlaxoSmithKline where he held positions in business development, market economics, corporate strategy, Allen & Hanburys sales division and human resources. He was a partner in a management consulting firm providing services to healthcare, aerospace, financial services and power generation companies before joining Glaxo in 1986. As director of Health Sector Emerging Issues and Development, Dr. Moe serves as the Health Sector Management liaison with the health care industry, educating companies about Fuqua students, faculty and research; developing corporate collaborative efforts for special research, programs, speakers, tutorials and colloquia; identifying and enhancing internship and recruitment opportunities for students; developing and maintaining a corporate sponsorship program; and sitting on the corporate advisory board. Dr. Moe earned his Ph.D. in Organization Behavior and Development from the University of North Carolina at Chapel Hill.

## **Pat Morrow**

*Product Manager  
GlaxoSmithKline*

Pat Morrow is the product Manager for Advair (asthma).

## **Stelios Papadopoulos**

*Managing Director  
SG Cowen*

Dr. Stelios Papadopoulos is a Managing Director in the investment banking division at SG Cowen focusing on the biotechnology and pharmaceutical sectors. Prior to joining SG Cowen in February 2000, he spent 13 years as an investment banker at PaineWebber, where he was most recently Chairman of PaineWebber Development Corp., a PaineWebber subsidiary. He joined PaineWebber in April 1987 from Drexel Burnham Lambert where he was a vice president in the Equity Research Department covering the biotechnology industry. Prior to Drexel, he was a biomedical technology analyst at Donaldson, Lufkin & Jenrette.

Before coming to Wall Street, Dr. Papadopoulos was on the faculty of the Department of Cell Biology at New York University Medical Center. He continues his affiliation with NYU Medical Center as an Adjunct Associate Professor of Cell Biology. Dr. Papadopoulos holds a Ph.D. in biophysics and an MBA in finance, both from New York University.

Dr. Stelios Papadopoulos is a founder and Chairman of the Board of Exelixis, Inc., he is a member of the Board of Directors of Diacrin, Inc., and sits on the boards of several private companies in the biotechnology sector. In the not-for-profit sector, Dr. Papadopoulos is a founder and Chairman of Fondation Santé and a member of the National Board of Advisors of BioLab.

## Barak Richman

*Assistant Professor  
Duke University School of Law*

Professor Richman teaches contracts and antitrust law. His research interests include the economics of contracting, new institutional economics, antitrust, and healthcare policy. Prior to coming to Duke, he served as a law clerk to Judge Bruce M. Selya of the United States Court of Appeals for the First Circuit.

After receiving his A.B. 1992, magna cum laude, from Brown University, Professor Richman engaged in biblical and talmudic studies at the Pardes Institute in Jerusalem, Israel. In 1999, he received his M.A. in Economics from the University of California at Berkeley, and in 2002 he graduated with his J.D., magna cum laude, from Harvard Law School. He is in the process of completing his Ph.D. in Business Administration from the Haas School of Business at the University of California at Berkeley.

Prior to beginning his graduate studies, Professor Richman handled international trade legislation as a staff member of the United States Senate Committee on Finance, then chaired by the late Daniel Patrick Moynihan, and from 1996-1997 he lectured in international economics at Hanoi National University as a Henry R. Luce Scholar.

## Matt Shaulis

*Product Manager, Surgery Franchise  
Ortho Biotech*

Matt is currently the Product Manager for PROCRT in the Surgery Franchise at Ortho Biotech. In this role, Matt is responsible for developing the business plan and strategy for PROCRT in the surgery segment as well as managing the related tactics to execute the plan. Matt previously worked at Johnson & Johnson's Pharmaceuticals Group Strategic Marketing group as a Manager of Strategic analysis where he completed business development, compound development, and Process Excellence projects. Before attending Fuqua, Matt managed and supervised financial and operational reviews of Johnson & Johnson operating companies in Europe, North America, and Asia-Pacific as a member of the Johnson & Johnson Corporate Internal Audit group. While at Fuqua, Matt was Co-President of the Health Care Club and a co-founder of the Annual Leadership Conference.

## David Sugano

*Vice President, Health Outcomes and Economics  
Schering-Plough*

Dr. David Sugano is Vice President, Health Outcomes and Economics, Schering-Plough. In this capacity, he is responsible for developing strategies and specific projects needed to support global pricing and reimbursement for existing as well as new drug products under development. Prior to his current position, Dr. Sugano was Associate Director, Pharmacoepidemiology in Schering-Plough Research Institute where he worked on the development and implementation of new processes within the company for addressing the economic and quality of life evaluation of new products.

Dave has an M.S. and Dr. P.H. in Biostatistics from U.C.L.A. Prior to joining Schering, he was Manager of Epidemiology and Health Surveillance at Ford Motor Company where he directed occupational epidemiology studies and was also involved in health cost containment issues. Dr. Sugano's experience also includes directing a health research group at SRI International (Formerly Stanford Research Institute). Aside from his own papers, Dr. Sugano has served as reviewer for journals such as Pharmacoeconomics

and Value in Health, has been active in professional societies such as the Society for Medical Decision Making, where he is currently serving on the Board of Trustees.

## **Dan Sullivan**

*District Sales Manager  
Eli Lilly and Company*

Dan is a District Sales Manager in the Neuroscience Account Based Sales Organization at Eli Lilly where he manages a sales team with responsibility for hospitals and long term care facilities. Prior to his current role, he was in Finance and then US Strategic Pricing, where he was responsible for the pricing strategies of both pre-launch and marketed products. Dan joined Lilly in June of 1999 after completing both an MBA and a certificate in Health Sector Management at Duke University. Dan has also worked at KPMG Peat Marwick LLP and The Walt Disney Company, is certified as a CPA in the state of Michigan, and graduated with a degree in Business Administration from Miami University in Oxford, Ohio.

## **Mark Sunderland**

*Group Segment Manager  
Cardinal Health Pyxis*

Mark Sunderland joined Cardinal Health, Pyxis Products in 1997 and has a strong history of contribution and success within the Pyxis Marketing organization. At various times in his Pyxis career he has been responsible for the development and launch of many products and services for both the medication and supply automation product groups. He has also undertaken numerous other leadership opportunities within Cardinal, most recently as a member of the Integrated Development Team (IDT) tasked with developing LogisticSource, Cardinal Health's industry leading supply chain solution.

In his current position as Group Manager, Pyxis Supply Products, Mark leads a team of product managers that are responsible for the development and maintenance of the supply automation product line. This includes the development of functional product specifications, leading cross-functional development teams and defining promotional campaigns to expand market acceptance and motivate sales.

Prior to Cardinal, Mark worked in medical device product sales for over 10 years for a variety of companies including IVAC Corporation and Hill-ROM, Inc. He graduated with a BS in Marketing from the University of Oregon and received his MBA from the University of San Diego.

## **Gregg Talbert**

*Manager, Corporate Business Development Group  
Eli Lilly and Company*

Dr. Gregg Talbert is currently Manager in the Corporate Business Development Group at Eli Lilly and Company. In this capacity he is responsible for licensing technologies that aid in the discovery of new drug candidates. Prior to this he was a Manager of Strategy for Lilly Research Labs, where he applied Decision Analysis techniques to facilitate strategy formulation and execution for the Lilly discovery and development organizations. He has also served as an Advisor in the Corporate Finance and Investment Banking Group at Lilly where he was responsible for valuing products and technologies that Lilly was seeking to license. Gregg received a Ph.D. in Decision Sciences from Duke University, where he had previously earned an MBA, and he holds BS in Electrical Engineering from Cornell University. He joined Lilly as an internal consultant in Lilly's Decision Sciences Group where he led numerous Decision Analysis projects for clinical development teams.

## Howard Underwood

*Head of Medical Informatics & Quality Metrics  
Aetna Integrated Informatics*

Dr. Howard Underwood is Aetna's Head of Medical Informatics & Quality Metrics. As part of the Aetna turnaround team recruited from CIGNA, he brings expertise in actuarial science and medicine. Prior to CIGNA, Dr. Underwood was Senior Director for Avandel.com, a catastrophic case rate and risk management start up in Seattle where he patented predictive modeling technologies for healthcare. Dr. Underwood was an NIH Fellow in Medical Informatics at the Duke University School of Medicine. Dr. Underwood earned a BS in Economics with a Major in Actuarial Science from Wharton, an MD from Temple University's School of Medicine, an MBA from the University of Chicago, and an MS in Biomedical Engineering (Medical Informatics) from Duke University.

## William C. Weldon

*Chairman and Chief Executive Officer  
Johnson & Johnson*

On April 25, 2002 William C. Weldon became only the sixth Chairman in the 116-year history of Johnson & Johnson. He joined the Company in 1971 as a sales representative at McNeil Pharmaceutical. After a variety of management positions in both sales and product management, he assumed an international business development assignment for the Southeast Asia region and was stationed in the Philippines. In 1984, he became executive vice president and managing director of McNeil Limited in Korea and, in 1986, managing director of Ortho-Cilag Pharmaceutical Limited in the United Kingdom.

He returned to the United States in 1989 as vice president, sales and marketing for Janssen Pharmaceutica. In 1992, he became president of Ethicon Endo-Surgery, beginning a six-year period during which he gained experience in medical devices, serving as Company Group Chairman and Worldwide Franchise Chairman for Ethicon Endo-Surgery from 1995 through 1998. Mr. Weldon was then promoted to Executive Committee Member and Worldwide Chairman, Pharmaceuticals Group. In February 2001, Mr. Weldon was named to the Board of Directors. He is a graduate of Quinnipiac University.