

2023

HBHI ANNUAL RECAP



JOHNS HOPKINS
UNIVERSITY

**Hopkins Business
of Health Initiative**

Message from HBHI leadership

Thank you to our sponsors

The Carey Business
School, the Bloomberg
School of Public Health,
the School of Nursing,
the School of Medicine,
and the President's
Office

The Hopkins Business of Health Initiative unites scholars across Johns Hopkins University through a shared vision of a healthier America, supported by an affordable and equitable, high-value health system.

Our focus is to advance our understanding of the role of business and incentives in pursuit of this vision.

HBHI incubates and accelerates the development and dissemination of new knowledge through its platforms that support an innovative and collaborative ecosystem at Johns Hopkins University and beyond.

As we conclude our second year, here is a review of our progress from the last 12 months.



HBHI Highlights

2022-23 Academic Year

7,600

Visitors to new
website

3,600

Webinar audience for
8 Conversations on
the Business of Health

600

Visitors to new
website

\$375k

Pilot funds awarded

122

Core faculty from
across Johns
Hopkins University

4

Newly recruited
Distinguished
Faculty

11

HBHI Graduate
Institute Students

Strengthening the University faculty business of health research network

In the past two years, HBHI has quadrupled our affiliates for a total of 142, reflecting the growing engagement in this initiative.

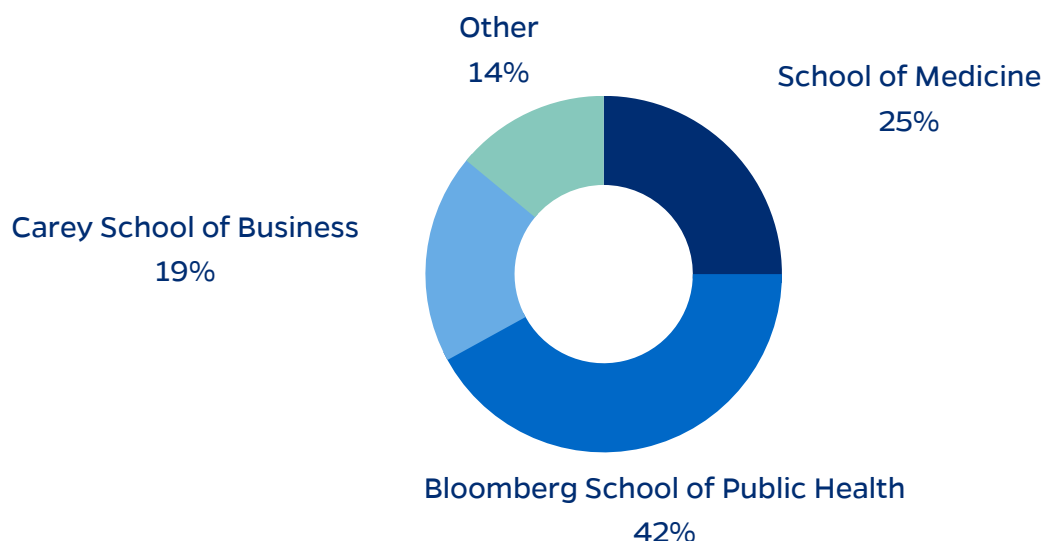
- 122 Core Faculty (faculty at Hopkins)
- 10 Affiliate Trainees (Hopkins research trainees)
- 10 Affiliate Scholars (partner faculty at other Universities)

This includes 4 Bloomberg Distinguished Professors. We are proud of their amazing research productivity which we support through pilots, data, convenings, and communication. They have collectively published over 600 papers, including in [JAMA](#), [Journal of Healthcare Management](#), [Health Affairs](#), and [Health Economics](#).

Our faculty regularly come together to develop new ties across the University through several forums. Our signature is our twice-annual day-long faculty retreat. These events, which have transitioned from hybrid to almost fully in-person, have brought more than 60 attendees together for lightning-round talks, research presentations, and opportunities to create new research teams.

We also host a monthly work-in-progress seminar series to provide interdisciplinary feedback on research in progress to junior core faculty members and affiliate trainees. This has become a unique and highly valued forum for developing interdisciplinary science on the business of health. In the past year, we have had 15 presentations to a robust, multidisciplinary audience.

HBHI Core Faculty Composition



Supporting success of the Bloomberg Distinguished Professor (BDP) Cluster: Knowledge to Action and the Business of Health.

Of the 4 BDPs allocated to this cluster, two have been successfully hired and a third is very close.

Jack Iwashyna joined HPM at BSPH and Division of Pulmonary and Critical Care Medicine at SOM on July 1, 2022, from the University of Michigan. He has had great success in his first year competing for grants and establishing new training programs.

Melinda Buntin started July 1, 2023, at Carey Business School and HPM at BSPH. Dr. Buntin is the University Distinguished Professor, Departments of Health Policy and of Medicine, Health, & Society, Vanderbilt University and founding Chair of the Department of Health Policy, Vanderbilt University School of Medicine. Dr. Buntin will be based on 555 Pennsylvania Avenue and will play a leading role in developing the health policy footprint in Washington DC for HBHI, Carey Business School, and the Bloomberg School of Public Health.

Two new talented junior health services researchers, Andrew Anderson and Catherine K. Ettman, have been hired in HPM with a KABOH affiliation.

Anderson is joining HPM as an Assistant Professor. He is an assistant professor in the Department of Health Policy & Management at the Tulane School of Public Health and Tropical Medicine. His work aims to identify the social, behavioral, and environmental drivers of health outcomes to inform the development of policy that supports high-quality, equitable health care. His PhD was from the University of Maryland, College Park, School of Public Health.

Ettman is joining HPM as an Assistant Professor. She is a Postdoctoral Fellow, Department of Mental Health, Johns Hopkins Bloomberg School of Public Health. She has her Ph.D. Health Services, Policy, and Practice, Brown University School of Public Health. She has a BA from Princeton University, and her research focus is on how stressors and assets shape depression.

Funding Collaborative Research and Innovation

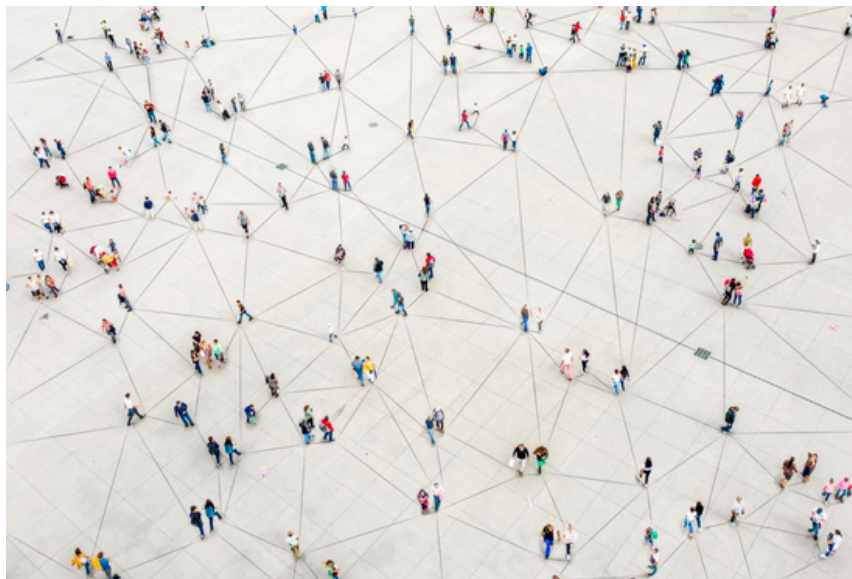
HBHI pilot programs awarded \$375,000 in pilot funds in 2022-23 academic year. This included \$125,000 from the third annual HBHI pilot program and \$250,000 in pilot funds for two Discovery Awards jointly awarded through a new HBHI/Discovery Award Partnership.

HBHI Pilot Program

The goal of the \$ 125,000-a-year HBHI pilot program is to encourage new cross-school collaborations on the business of health. HBHI awarded \$125,000 in pilot funds for 2023 which are described in detail [here](#).

The 2022 HBHI pilot program has already produced great dividends including the following:

- A publication in the Journal of Marketing by Manuel Hermosilla and Andrew T. Ching, [Bad Medical News and the Aversion of Generic Drugs](#).
- A publication in JAMA Network Open including Core Faculty Mariana Socal, PhD, MD and Ge Bai, PhD, [Waste-Free Formularies: Developing a tool to identify savings opportunities from substituting high-cost drugs with less expensive but clinically equivalent alternatives](#). It was also presented to various congressional committees, most recently to the House Committee on Oversight and Reform.
- A pilot, led by Amit Jain, MD, MBA; Kelly Anderson, PhD, MPP; and Michael Darden, PhD; is [Elective Orthopedic Surgery as a Model to Compare Medicare Advantage and Traditional Medicare](#). This pilot has already led to a publication in [JAMA](#) and an R01 grant submission.



HBHI/Discovery Award Partnership

Because HBHI's objectives are in alignment with the prestigious Hopkins Discovery Award Program, we formed a partnership with this program to enhance opportunities for the strongest proposals on the business of health with an additional \$25,000 from HBHI on top of the \$100,000 award cap.

The two HBHI/Discovery Award projects are described below:

Unlocking the Biosimilar Market

Manuel Hermosilla, Carey Business School; Kelly Anderson, Affiliate Scholar, HBHI and the University of Colorado Skaggs School of Pharmacy and Pharmaceutical Sciences; and Joseph Levy, Bloomberg School of Public Health, Department of Health Policy & Management are working to unlock the market for biosimilars through an understanding of the commercial frictions arising in the negotiations between drug manufacturers and hospitals.

Building Tools to Achieve Equitable Outcomes

Bonnielin Swenor, School of Nursing, Disability Health Research Center, and Theodore (Jack) Iwashyna, Bloomberg Distinguished Professor, Knowledge to Action and the Business of Health cluster; School of Medicine, Pulmonary; and Bloomberg School of Public Health, Department of Health Policy & Management, are working collaboratively to build evidence-based tools that make it easy for hospitals to achieve better and more equitable outcomes through the implementation of Universal Design.



Developing An Audience Through Webinars

Starting in September 2022, HBHI's core faculty have collaborated on a highly successful series of expert-led webinars called "Conversations on the Business of Health."

These webinars are free to attend and accessible to the public, aligning with HBHI's mission to share academic research with a broader audience.

From selecting subjects to inviting panelists, each step has been led by the initiative's own experts. The entirety of the series can be viewed [here](#).

Topics of these talks have included employer-led innovations in health care, the evolving role of chief medical officers, artificial intelligence in health care delivery, the future of long-term care, and the evolution of markets for blood components.

"Conversations on The Business of Health"



The Evolving Role of CMOs in Modern Organizations, featuring Dr. James Aw, Dr. Judith McKenzie, Dr. Kyu Rhee, Chris Myers, Curry Cheek, and Dr. Nimisha Kalia

8

Webinars hosted in
the first season

200

Average number of
event registrants

2,000

Post-event views on
Youtube

Business of Health Webinar Series

How Employers Are Driving Innovation in Health Care

presented by the
Hopkins Business
of Health Initiative



September 30, 2022

Employers have a lot of power in the health care market. How can they wield it to improve the value of health care services delivered to their employees and families?

Whose Business is America's Health?

presented by the
Hopkins Business
of Health Initiative



October 14, 2022

Do companies have a responsibility for the health consequences of their products? Should those consequences drive how a company designs its product or service to be used by customers? What are the tradeoffs?

How Employee Health Affects Corporate Performance

presented by the
Hopkins Business
of Health Initiative



October 24, 2022

Do businesses have an ethical obligation to promote a healthy workforce? Are there instances in which the profit motive and employee health align? What is the ROI on workplace wellness programs? Does evidence of ROI incite organizations to act?

Incorporating Artificial Intelligence into Health Care Delivery

presented by the
Hopkins Business
of Health Initiative



November 18, 2022

Artificial intelligence (AI) has become an integral part of health care delivery, as evidenced by the FDA's approval of more than 300 medical AI systems by June 2021.

Business of Health Webinar Series

The New Tech Behind The Rise of Digital Behavioral Health

presented by the
Hopkins Business
of Health Initiative



December 16, 2022

Telehealth policy changes, rapid mobile technology developments, and consumer demand for virtual behavioral health services are driving a proliferation of digital behavioral health services.

The Evolving Role of Chief Medical Officers in Modern Organizations

presented by the
Hopkins Business
of Health Initiative



April 21, 2023

This panel discussion is focused on the ways that CMOs are working to influence the health of organizations and their stakeholders (including not only employees, but customers and broader social stakeholders).

The Future of Long-Term Care Insurance in the U.S.

presented by the
Hopkins Business
of Health Initiative



May 8, 2023

The U.S. population is living longer and tens of millions will need long term care, whether at home or in a nursing home. Panelists discuss possible solutions—and how to re-ignite a conversation about them.

Challenges and Opportunities in the Markets for Blood

presented by the
Hopkins Business
of Health Initiative



June 2, 2023

Discussing the ecosystem of markets for blood and blood components in the US, the challenges faced, and the steps underway to ensure a stable supply of blood and blood components for patients in need.

Measuring Our Audience

Engagement with HBHI's website and email newsletters have grown substantially.

In addition to the website and direct communications by email, the initiative's presence on social media is a key goal area for growth in the coming year.

Key Indicator	Outcome	Context
Email Newsletter Subscribers	1,400 subscribers	The webinar series was a highly effective way to grow our audience
Email Newsletter Click-through Rate (CTR)	5.82% 2x the industry average	This metric is one of the most reliable measures of audience engagement
Website Traffic	7,600 visitors in the first 8 months	The new HBHI website launched in October 2022

Assisting recruitment of distinguished professor hires for the Carey Business School

HBHI is a key platform to attract experts in health and integrate them into the health research at Hopkins. Two of these professors, Ritu Agarwal and Michael Keane, have already started.

Ritu Agarwal is the Wm. Polk Carey Distinguished Professor of Information Systems and Health at the Johns Hopkins Carey Business School. She is also the founding co-director of the Center for Digital Health and Artificial Intelligence (CDHAI). Prior to joining the Carey School, she was a Distinguished University Professor and the Robert H. Smith Dean's Chair of Information Systems at the Robert H. Smith School of Business, University of Maryland, College Park.

Michael Keane is a Wm. Polk Carey Distinguished Professor at Carey Business School. He has previously held positions as the Nuffield Professor of Economics at Oxford, and as Professor of Economics at UNSW, Yale, NYU, and Minnesota. He is considered a leading expert on choice modeling (the mathematical modeling of consumer choice behavior) and life cycle modeling and has published over 100 papers in top journals in economics and marketing.

Fostering emerging professionals through the HBHI Graduate Institute

HBHI is in its second year of the Graduate Institute for Masters-level students. In this program we expose exceptional future practitioners to research and match them with faculty mentors so that these future leaders can be bridges between research and practice.

From the 60 applications we received in Year 2, we selected 11 members. Our 8 alumni from Year 1 remain active as well. For their final project, they were asked to produce a video communicating "What is the Business of Health". Their amazing final products can be viewed [here](#).

Next Steps

Where does HBHI go from here?



01 Continuing programming

Business of Health webinars, the graduate institute, strategic workgroups, and more programs will be renewed for 2023-2024.

02 Funding research

Pilot grants and other collaborative funding opportunities will be available to Hopkins students and faculty.

03 Activating 555 Penn

In DC, HBHI will soon host convenings, conferences, and community events. Melinda Buntin was hired to lead this effort at 555 Penn, including the development of a new modeling center.

Acknowledgements

This report would not be complete without acknowledging the contributions of the initiative's leadership who have worked tirelessly on the achievements mentioned within.

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Kathy McDonald, PhD, MM

Michael Darden, PhD

Kathleen Sutcliffe, PhD

Amit Jain, MD, MBA

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We thank you for your continued support of this initiative.

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