

Hopkins Business of Health Initiative

Annual Report FY2025



JOHNS HOPKINS
UNIVERSITY

**Hopkins Business
of Health Initiative**

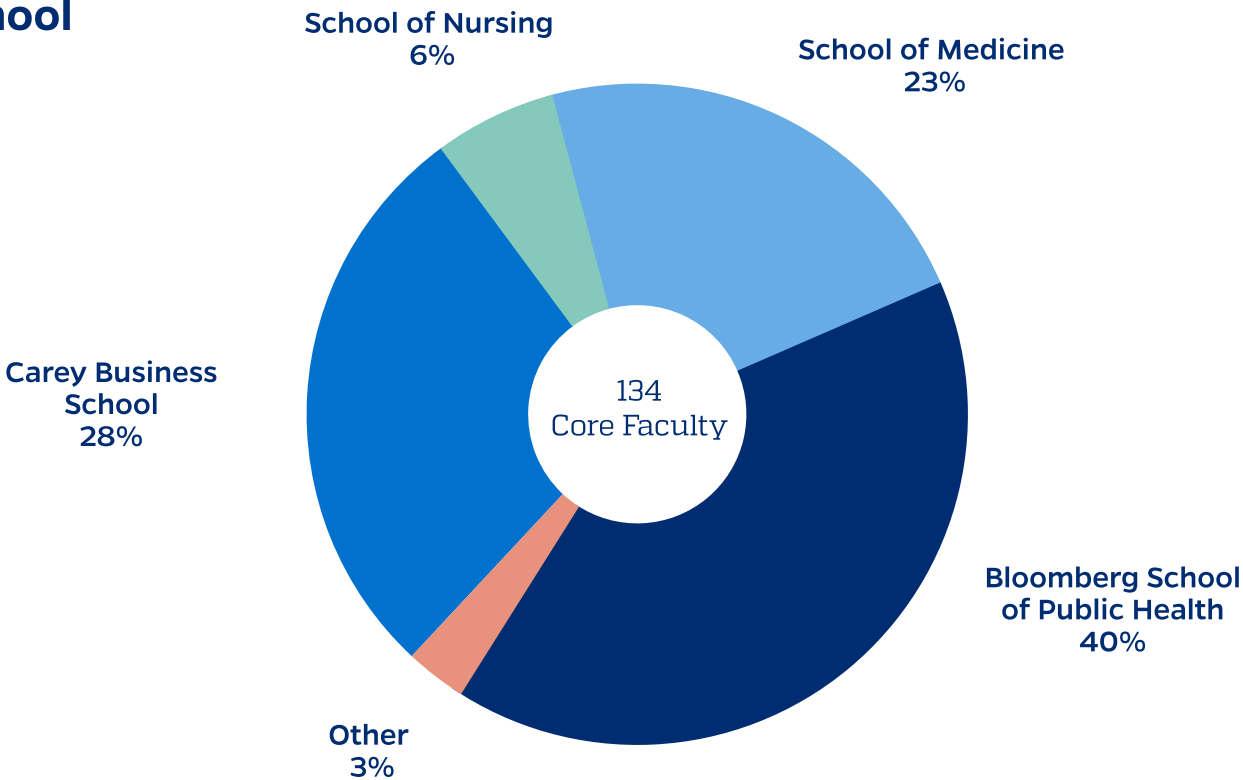
Advancing Value, Access
& Trust in Healthcare

Our Mission

Through a scholarly focus on the role of business and incentives, HBHI catalyzes and incubates new knowledge for advancing value, access, and trust in healthcare. HBHI cultivates a research community of scholars and health practitioners with primary appointments at the various schools of Johns Hopkins University and beyond to pursue interdisciplinary and collaborative solutions to the greatest challenges faced by the nation’s health system.

HBHI is a cooperative venture financially supported by The Carey Business School, the Bloomberg School of Public Health, the School of Nursing, the School of Medicine, and the President’s Office.

Core Faculty by School



What We Do

Incubate Research: Funding and Facilitating Collaborative Research and Innovation

FY25 Highlights

\$475K

Pilot Grants Awarded
(FY24: \$350,000)

108

Users on Data
Platform HARP
(FY24: 60)

5

HBHI Workgroups
(FY24: 3)

884

Research Publications by
Core Faculty (FY24: 800)

1,000+

Attendees Over 27
Workgroup Meetings

Pilot Grants

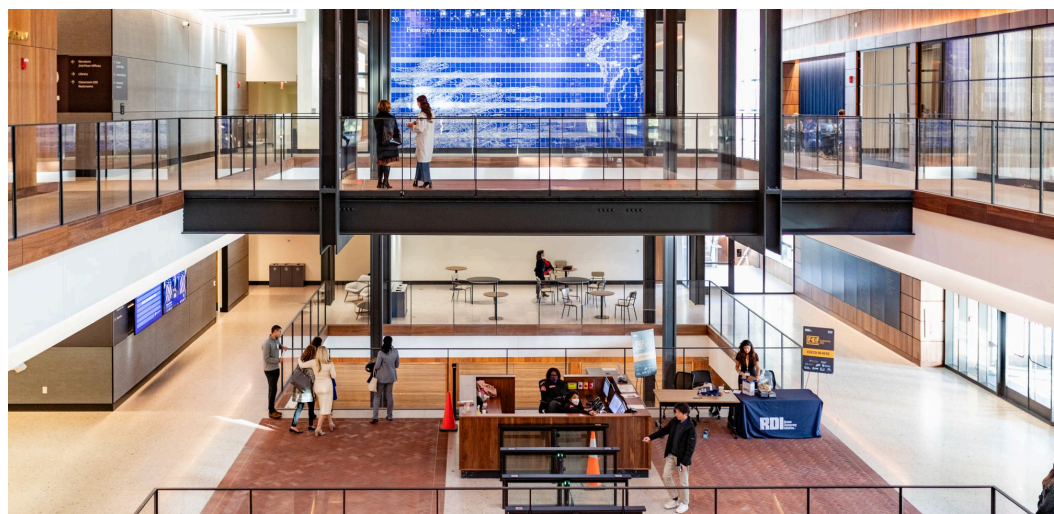
The HBHI Pilot Program, aiming to encourage new cross-division collaborations on the business of health, awarded five new pilot grants totaling \$125,000 in FY25. In addition, HBHI supported two pilots as a partner with the Hopkins Discovery Award Program, and launched a pilot initiative, “Data-Driven Research to Advance Health and Health Care,” in which 25 research teams received awards to leverage this powerful health data platform.

Health Analytics Research Platform (HARP)

A state-of-the-art, high-security computing environment that houses licensed data assets critical to the study of the business of health. Our 108 active users include five large research teams, five active PhD dissertations, 3 newly awarded R01s, numerous researchers piloting ideas for future large grants, and three HBHI pilot grant projects.

Research Workgroups

To incubate emerging topics and promote research collaborations, HBHI initiates and hosts workgroups that bring faculty together around a specific new area of inquiry. Workgroups have their own listserves, averaging 121 members. Most workgroups hold monthly meetings which average 42 attendees. The five active workgroups are the AI in Healthcare Workgroup, Work-In-Progress Seminar Series, Medicare Advantage Data Lab, The Hopkins Health Economics Group, and the Truveta User Community.



What We Do

Catalyze Collaboration: Nurturing an Interdisciplinary, Network of Scholars

FY25 Highlights

173

HBHI Affiliates

75

Affiliates at
Each Retreat

4

Junior Faculty Hired
Through KABOH

6

Bloomberg Distinguished
Professors in HBHI

7

Core Disciplines:

- Economics
- Management
- Data Science
- Health Services Research
- Marketing
- Operations
- Policy Analysis

Retreats

At its core, HBHI is a cross-school community of scholars. To catalyze and accelerate innovative solutions advancing value, access, and trust requires collaboration and interdisciplinary approaches. This work is facilitated through our bi-annual day-long retreats for HBHI affiliates where connections are formed and maintained across this multi-campus research community. We held our FY25 Fall Retreat at the Hopkins Bloomberg Center on September 6 with over 75 attendees, and our Spring Retreat in Baltimore at the Carey Business School on March 7 with similar robust participation.



Knowledge to Action and the Business of Health

With two senior faculty and four junior faculty hired through this Bloomberg Distinguished Professor (BDP) cluster, this infusion of team-based expertise has enriched HBHI. Theodore “Jack” Iwashyna (BDP) has been recognized on the [2025 STATUS List “The Ultimate List of Leaders in Life Sciences”](#) for his research and advocacy for racial equality in the function of life-saving medical devices. Melinda Buntin (BDP) has issued [influential insights](#) through her [Center for Health Systems and Policy Modeling](#). [Two of the four \\$300,000 NEXUS Research Awards](#) were granted to KABOH.

What We Do

Innovate in Training: Preparing the Next Generations of Scholars and Practitioners

FY25 Highlights

25

Affiliate Research Trainees

2

Postdocs Receiving Faculty Positions

13

Graduate Academy Students

125

Applications for Graduate Academy

1

New Executive Education Program



HBHI Graduate Academy

A highly selective academy for 13 future practitioners of the business of health selected from JHU Master's programs. HBHI provides programming and networking opportunities and a faculty mentor. HBHI completed its fourth year of the Graduate Academy for Masters-level students. The program receives over 100 applications a year and now has 45 active alumni.

HBHI Postdoc Program

In FY25, HBHI sponsored 2 postdocs in partnership with Carey Business School, [Jintaek Song](#) and [Kurt Sweat](#). Both will start Assistant Professor positions in the fall at University of Florida and Texas A&M.

HBHI Affiliate Trainees

HBHI supports networking among the Ph.D. students and post docs receiving training in our partner schools through an HBHI Affiliate Trainee Affiliation.

Academy for Transformative Health Care Leadership

A groundbreaking new leadership development experience combining industry-leading business education with world-leading health care leadership expertise. A novel executive education experience, co-led by Dan Polsky and Pam Johnson, partnering Johns Hopkins School of Medicine and the Carey Business School. The program will debut in January 2026.

What We Do

Thought Leadership: Cultivating Leading-Edge Insights on the Business of Health

FY25 Highlights

2

Bloomberg Center
Policy Convenings
(with 250 Attendees)

8

Conversations on the
Business of Health
(with 954 Attendees)

4

Newsletters with
7% Click Rate

70,500

Website Views
(20% Growth)

Health Policy Convenings in D.C.

At HBHI, incubating and catalyzing collaborative research is just the first step towards healthcare transformation. We disseminate these ideas and cultivate relationships with key decision makers and stakeholders. These stakeholders are increasingly in Washington, D.C. as our series of award-funded convenings at the Bloomberg Hopkins Center have allowed us to cultivate relationships with national business of health leaders in business, policy, and practice.

Conversations on the Business of Health

Our popular monthly webinar series brings together national leaders and our HBHI experts to advance emerging business of health topics. The recordings of these conversations have become a growing on-demand library of cutting edge, expert-led discussions available on Youtube to the public at no cost.

Multimedia Outreach

Leveraging the 3,668 policy and business leaders subscribed to our mailing list, HBHI distributes a quarterly newsletter featuring rich content from our experts, workgroups, policy convenings, and webinars.



**Organ Procurement in the U.S:
Navigating Challenges &
Shaping the Future**

Advancing Health Care in **Value**

Medicare Advantage has encouraged innovations in value-based care, but the social value of the program requires effective regulation.

How HBHI has catalyzed a body of work understanding the strengths and weaknesses of the Medicare Advantage program is an example of HBHI impact. Over the past 5 years, HBHI made investments in HARP, the HBHI data platform, purchased MA encounter data, established the MA Data Lab workgroup, and invested in several HBHI pilot grants. This incubation has led to several Arnold Ventures grants (BSPH, SOM) and NIH grants (SON and Carey) exploring new solutions to balance the social value objectives of the Medicare program with the private value objectives of insurance companies that manage the care for over half of Medicare beneficiaries through Medicare Advantage. In the past year, HBHI has successfully engaged key decision makers and stakeholders through Conversations on the Business of Health on provider networks and prior authorization. HBHI has just been awarded a NEXUS award for a symposium, “Shaping the Future of Medicare Advantage: Policy, Innovation, and Markets.”



PUBLICATION

Trends and Enrollment in Medicare Advantage “Affinity Plans”



PUBLICATION

Macular Degeneration Drug Prescribing Patterns After Step Therapy Introduction in Medicare Advantage



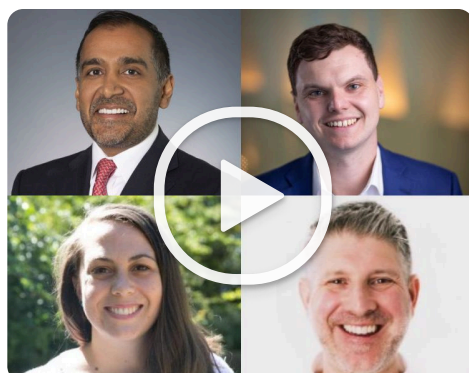
PUBLICATION

The Opportunity Costs of Medicare Advantage Plan Rebates



PUBLICATION

Medicare-Covered Services Near the End of Life in Medicare Advantage vs Traditional Medicare



WEBINAR

Tailored Plan Design for Underserved Populations in Medicare Advantage

November 11, 2024

Advancing Health Care in **Access**

Primary care is the front door to health care for the majority of Americans. The front door must be fixed to advance access to healthcare for everyone.

One area HBHI has worked to address challenges in access to care that might advance the health of the nation has been in drawing a spotlight on the primary care crisis in the U.S. and seeking novel solutions. With over 150 attendees from key agencies, associations, and congressional committees, we have started a dialogue that will continue into the next year.

Primary Care Reform:

Aligning Payment, Policy, and Innovation

Policy convening at the Bloomberg Center, May 2025



2025 Nexus Awards

“The Return of Independent Primary Care Practices:

A Solution to the American Primary Care Crisis”

“Optimizing Primary Care: Enhancing Health Outcomes, Efficiency, and Cost Savings Amid Local Weather-Related Health Challenges”

“Transforming Measurement to Drive Quality Outcomes and Reduce Costs: Providers, Payors, and Policymakers, and Patient Aligned in Care Transformation (PACT)”

Advancing Health Care in **Trust**

Trust is at the core of the business of healthcare, yet its role in driving outcomes and profits are not well understood.

This started with ideas generated during an HBHI retreat in 2022 which created the cross-school collaboration funded with a [2023 HBHI pilot award](#) which is now a [2024 Discovery Award](#). This work has been complemented with a [Nexus convening](#) hosted by HBHI at HBC in September 2024. The Discovery Award will enable the researchers to develop survey instruments to measure various aspects of trust, and disentangle how expectations of competence, perceptions of benevolence, and the disutility associated with interacting with the health care system affect public trust.

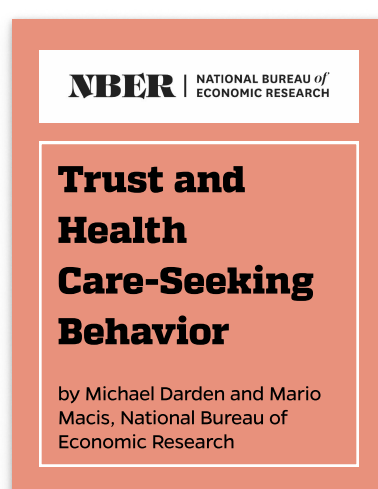
From Policy to Practice:

Cultivating Trust in America's Health System

Sept. 2024



Panel discussion featuring JHU researcher Dr. Michael Darden, former Senator Richard Burr, and Dr. Lauren Taylor from NYU Grossman School of Medicine.



PUBLICATION

“Trust and Health Care-Seeking Behavior”

by Michael Darden and Mario Macis,
National Bureau of Economic Research



What's Next?

Convenings at Hopkins Bloomberg Center in 2026

HBHI is proud to share that 23 HBHI Core Faculty have been awarded the opportunity to develop and execute an academic or policy-focused conference at the Hopkins Bloomberg Center in Washington, D.C. over the coming year. HBHI will play a leading role in two of the policy convenings, addressing primary care issues.

Expanding our initiative on Data-Driven Research to Advance Health and Health Care

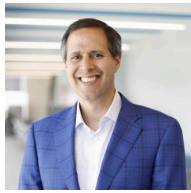
Truveta is a multi-system EHR platform providing person-level data on over 100 million patients across 30+ U.S. health systems. Because Truveta integrates clinical, claims, social determinants of health, and mortality data with EHR data, it offers an unprecedented resource for interdisciplinary research. Given the accelerating potential of artificial intelligence and machine learning to transform health and health care, we see great opportunities ahead to pursue HBHI priority areas and for HBHI to provide a collaborative JHU-wide collaborative platform that can support scholarly pursuits addressing health care challenges and solutions that sit outside HBHI's central areas of expertise.

"Global Advances in Medical Artificial Intelligence" Bloomberg Distinguished Professorship Cluster

A new Bloomberg Distinguished Professorship (BDP) cluster at the Data Science and AI Institute focused on globally advancing Medical A.I. will be led by Professors Kathy McDonald and Tinglong Dai. This initiative will bring together a constellation of Medical AI leaders to create, evaluate, and scale new care models for risk prediction, screening, and diagnosis.

Acknowledgments

Director



**Daniel
Polsky**
PhD

HBHI Leadership



**Melinda
Buntin**
PhD



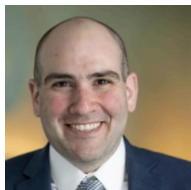
**Andrew
Ching**
PhD



**Tinglong
Dai**
PhD



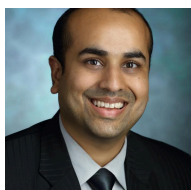
**Michael
Darden**
PhD



**Matthew
Eisenberg**
PhD



**Theodore, 'Jack'
Iwashyna**
MD, PhD



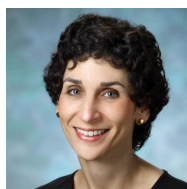
**Amit
Jain**
MD, MBA



**Mario
Macis**
PhD



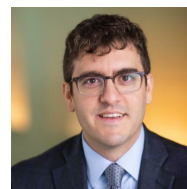
**Kathy
McDonald**
PhD, MM



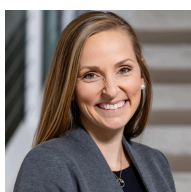
**Jodi
Segal**
MD



**Emilia
Simeonova**
PhD



**Joe
Levy**
PhD



**Kali
Thomas**
PhD, MA



Contact

Hopkins Business of
Health Initiative

55 Pennsylvania Ave NW
Washington, DC 20001

www.hbhi.jhu.edu
hbhi_info@jhu.edu
[@jhu_hbhi](https://twitter.com/jhu_hbhi)

