Wharton









MBA Program in Health Care Management



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Thank you for your interest in the Wharton MBA Program in Health Care Management. For further information, resumes, and appointments, contact:

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For information on the Wharton Health Care Management Alumni Association, visit www.whartonhealthcare.org

For detailed information on the Health Care Management Department educational programs, visit http://mba.wharton.upenn.edu/healthcare/

2017 Health Care Management



M.B.A. Graduates

The University of Pennsylvania was founded by Benjamin Franklin in 1740. Although the University carries the name of the Commonwealth, it is not a state university but an independent, private, nonsectarian institution. As one of the country's earliest educational institutions, it has consistently initiated advances in teaching and research and has steadily generated specialized fields of higher education. Penn, as the University is commonly known, was the first American university to form departments of botany, hygiene and public health, surgical research, and research medicine. The University School of Medicine, formed in 1765, was the first in North America, as was the teaching hospital founded in 1874. The world's first psychological clinic was opened at Penn in 1896.

The Wharton School, in the same spirit of innovation and excellence, was the world's first collegiate school of business and management. Founded in 1881 with a gift from Joseph Wharton, the Philadelphia industrialist and philanthropist, the Wharton School undertook the pioneer steps in elevating training for business significantly above its previous level as noncollegiate commercial education. In 1921, the formation of the Graduate Program signaled the advancement of business administration at Wharton to the highest levels of professional education.

Today, the Wharton School has more than 270 faculty members teaching in both the graduate and undergraduate divisions and conducting a continually expanding volume of research. The 1,700 students in the master's degree program may choose from among more than 200 courses and over 18 majors and concentrations, a variety reflecting the fact that the Wharton education complements the career goals of the individual.

This brochure is provided to introduce you to the 2017 Wharton Health Care Management Program graduates.

We encourage you to consider these individuals for employment.









Program Description

The Graduate Program in Health Care Management is a full-time two-year MBA curriculum offered by the Health Care Management Department of the Wharton School. The program, the principal educational effort at the Leonard Davis Institute of Health Economics, is designed to provide managerial and technical expertise to students interested in the health care management field. By combining the skills of the Wharton disciplines with sensitivity to the needs of health care providers and recipients, the Wharton MBA health care graduate can effectively manage the delivery of health services and products at all levels.

The Program has produced graduates who have chosen careers in hospitals and other medical institutions, pharmaceutical, biotechnology and medical device companies, financial services, entrepreneurial ventures, consulting firms, insurance firms, private health industry, and federal, state, and local government. Many of these MBA graduates now hold positions as chief executive officers, directors, and other key decision makers in health care organizations.

The Leonard Davis Institute of Health Economics (LDI) is an interdisciplinary center for research and education in the organization, financing, and delivery of health care. Through LDI, University of Pennsylvania faculty and staff work together on issues concerning health policy, health insurance, managed care, hospitals, corporations, pharmaceutical companies, and other healthrelated organizations. Established in 1967, the Institute appropriately bears the name of the late Leonard Davis, one of the foremost innovators in private health insurance in the United States. He was the founder of Colonial Penn Group, Inc., a company that has pioneered in insurance for older Americans. Both Mr. Davis and Mrs. Sophie Davis were generous benefactors to the University of Pennsylvania, contributing basic support for the activities of the Leonard Davis Institute.

Curriculum The Wharton Management Core



All students are required to complete the Wharton Management Core. The Wharton School's core curriculum is designed to increase crossfunctional integration, extend global experience, strengthen leadership training, and introduce new courses on key management issues. The core curriculum provides groundwork in basic management disciplines: economics, finance, financial and cost accounting, management science, managing people and organizational design, marketing, operations management, the governmental and legal environment of business, statistics, and strategy.

Fixed Core:

- Foundations of Teamwork and Leadership
- Marketing Management
- Quality and Productivity
- Regression Analysis for Business
- Microeconomics for Managers
- Management Communication

Flexible Core:

Accounting

- Financial Accounting or
- Financial and Managerial Accounting or
- Accelerated Financial Accounting

Finance: Corporate Finance

- Corporate Finance or
- Accelerated Corporate Finance or
- Introduction to Corporate Finance

Finance: Macroeconomics

- Macroeconomics and the Global Economic Environment or
- Introduction to Macroeconomics and the Global Economic Environment

Legal Studies & Business Ethics

- Responsibility in Global Management or
- Responsibility in Professional Services

Management

- Managing the Established Enterprise or
- Managing the Emerging Enterprise

Marketing

- Dynamic Marketing Strategy or
- Strategic Marketing Simulations

Operation:

- Business Analytics or
- Information Technology and Business Transformation or
- Innovation or
- Operations Strategy
- Communications
- Advanced Persuasive Speaking or
- Advanced Persuasion and Data Display or
- Pitching Your Business

Global Immersion Program

The Wharton Global Immersion Program is an optional half-credit elective course that provides first-year students with an in-depth exposure to international business practices and first-hand insights into a foreign culture.

The Health Care Major Courses and Electives

These courses promote an understanding of concepts, institutions, and issues involved in the organization, financing, and delivery of health services and products in the United States. Health care electives are selected consistent with individual career objectives and interests.

Required

- Health Services System
- Health Care Field Application Project

Flectives

- Comparative Health Care Systems
- Financial Management of Health Care Organizations
- Managed Care, Market Structure, and Health Care Delivery
- Health Care Marketing
- Health Care Reform
- Management and Economics of Pharmaceutical and Biotechnology Industry
- Medical Devices
- Management of Health Care for the Elderly
- E-Health: Business Models and Impact
- Management of Health Care Services Businesses
- Health Care Entrepreneurship
- Private Sector Role in Global Health
- Health Care Services Delivery:
 A Managerial Economic Approach
- Advanced Study Project

The Health Care Summer Internship

The internship is a three-month management experience which provides the health care major an opportunity to work with a senior executive in an organization of particular interest to the student.

MBA Electives

Opportunities are available for the health care major to pursue a second concentration in fields such as entrepreneurship, marketing, finance, or operations, or to pursue specialized knowledge in areas such as health care financing or within specialized segments of the health care industry including managed care organizations, hospitals, pharmaceutical and biotechnology companies, medical device companies, specialty services organizations, and long term care organizations. Graduate courses are available throughout the University.



Animesh Agarwal

animesh.agarwal.wg17@wharton.upenn.edu Indian Institute of Technology Madras, Chennai, India B.Tech., M.Tech., Biotechnology, 2009 University of Texas at Austin, Austin, TX M.S., Biomedical Engineering, 2011

Business development role at medical device, pharmaceutical or biotechnology firm.

Medtronic, Minneapolis, MN

Corporate Development Associate, Summer 2016

Developed an acquisition-based strategy for Medtronic's entry into renal care services business in emerging markets. Participated in high-level management meetings, including with CEO Omar Ishrak, to gain approval to implement this strategy. Negotiated a \$40M supply agreement with India's largest private health system.

Ventureast Venture Capital, Hyderabad, India

Investment Analyst, 2011-2015

Developed investment thesis for ~\$100M life-sciences fund; evaluated ~200 life-sciences investment deals, conducted detailed due-diligence on 10 deals and pitched 4 deals to the investment committee. Raised \$5M in strategic investment from a pharma investor for portfolio company with novel drug delivery mechanism to treat radiation-therapy side effects in head and neck cancer patients. Prepared investment memorandum and financial model to raise \$10M for a super-specialty prosthetics-clinic

University of Texas at Austin, Shouval Computational Neuroscience Lab, Austin, TX

Research Assistant, 2009-2011
Co-authored 3 peer-reviewed articles on stochastic analysis of biochemical networks in neurons responsible for

modulating learning and memory.



Huda N. Almanaseer

huda.almanaseer.wg17@wharton.upenn.edu Northwestern University, Evanston, IL B.A., Psychology, 2011

An opportunity to improve patient care through an operations or strategic role in healthcare services.

McKinsey & Company, Chicago, IL

Summer Senior Implementation Coach, Summer 2016

Developed benchmarking standards for adult and pediatric health quality metrics in a value-based care program and created dashboards to calculate healthcare cost-savings associated with quality improvements.

Northwestern Memorial Hospital, Chicago, IL

Operations and Performance Analyst, 2014-2015

Led development of \$190M patient care budgets and constructed dynamic staffing workbooks utilized by front-line managers to make daily nursing staffing decisions. Managed nurse and technician staffing for 39 units / 1000 FTEs and made hiring recommendations based on analysis of volume fluctuations and turnover. Designed and launched pilot for an innovative RN float pool program that created flexible multi-specialty teams.

Cancer Treatment Centers of America, Schaumburg, IL

Decision Support Analyst, 2013-2014 Management Fellow, 2011-2013

Created interactive departmental performance dashboards in Qlikview business intelligence tool for executive leadership, including a 5-hospital physician revenue dashboard. Completed a 2-year accelerated leadership development program consisting of rotations in core healthcare business functions across hospitals and departments.



Mark Arpels Amez-Droz

mark.arpels.amez-droz.wg17@wharton.upenn.edu Swiss Federal Institute of Technology (EPFL), Lausanne, Switzerland M.Sc., Biological Engineering, 2011

An opportunity to work in a corporate development or investment role to scale healthcare businesses.

Medtronic, Minneapolis, MN

Corporate Development Associate, Summer 2016

Evaluated eight M&A opportunities. Was responsible for performing financial valuations, identifying and quantifying synergies, and designing earn-out structures to incentivize sellers based on Medtronic operational objectives. Ran point as lead associate on two live deals, coordinating M&A process and aligning stakeholders across the organization.

Monitor Deloitte, Zurich, Switzerland

Senior Consultant, 2015-2015 Consultant, 2013-2015

Focused on strategy projects in the Pharmaceutical and Biotech sectors. Select experiences include conducting commercial due diligence for M&A transactions up to \$1.1B, crafting market access strategies for novel drugs in European and Emerging markets, and building market forecasts and scenarios for novel drugs.

Stroud Consulting, Boston, MA

Associate Consultant, 2012-2012

Focused on improving operations of manufacturing companies. Led teams of up to eight field engineers and operators to identify opportunities for improvement and re-design manufacturing processes.



Alexander T. AuWerter ("Toby")

alexander.auwerter.wg17@wharton.upenn.edu Duke University, Durham, NC B.S., Biomedical Engineering, 2009

An opportunity to use my life sciences background to help develop and commercialize new, life changing therapeutics.

Deloitte Consulting, Philadelphia, PA *Summer Associate, Summer 2016*

Managed the creation of a new, enterprise-wide R&D organization at a leading global biopharmaceutical company (market cap >\$150B) along with project leadership team. Led workstream to define vision for operating model, organizational design, and guiding principles for new organization.

Juventas Therapeutics, Cleveland, OH

Manager, Field Clinical Operations, 2014-2015

Field Clinical Engineer, 2012 - 2014
Led clinical development activities including trial protocol and procedure design efforts for Phase II HF and PAD trials, including patient population selection and endpoint design.
Developed cost effectiveness model, pricing and evidence generation strategy, and reimbursement framework for JVS-100 gene therapy.

St. Jude Medical, NY, NY

Senior EP-TSS, 2011-2012 EP-TSS, 2010-2011 EP Field Intern, 2009-2010

Certified in St. Jude's electrophysiology and cardiac rhythm management product lines. Awarded national sales award for exceptional account growth.



Andrew R. Barnell

andrew.barnell.wg17@wharton.upenn.edu Cornell University, Ithaca, NY B.S., Summa Cum Laude, Applied Economics & Management, 2011

Helping transform healthcare through entrepreneurship.

Geneoscopy, St. Louis, MO

Chief Financial Officer, 2015-Present
Defined the company's business strategy as CFO of a 3-person management team; managed fundraising, capital budgeting, business development and clinical trial execution plan. Raised \$270,000 in capital from investors and \$79,000 from non-dilutive sources. Planned and executed two clinical trials; a 12-patient pilot study and a 400-patient validation study.

Lindsay Goldberg, New York, NY

Associate, 2013-2015

Evaluated new investment opportunities by building financial models, conducting due diligence, managing advisors and preparing internal investment committee materials. Managed portfolio investments by monitoring monthly financial and operational performance, analyzing strategic acquisitions, evaluating capital structure alternatives and collaborating with management on implementing profit improvement initiatives.

J.P. Morgan, New York, NY

Healthcare IB Analyst, 2011-2013

Performed valuation analysis using various methodologies, including: LBO valuation, DCF valuation, sum-of-parts valuation, precedent transaction analysis and comparable trading analysis. Selected top-tier analyst and ranked 1st among healthcare investment banking analysts in 2012 and 2013. Completed 14 total transactions: 3 buy side M&A, 3 sell side M&A, 1 IPO, 5 equity follow-ons, 1 convertible debt offering and 1 leveraged recapitalization.



Simon Basseyn

simon.basseyn.wg17@wharton.upenn.edu New York University, New York, NY B.A., Phi Beta Kappa, Summa Cum Laude, Politics, 2011 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to integrate my clinical and business experiences to build leading life sciences companies through investment, business development, or operational roles.

SR One, Cambridge, MA

Biotech Venture Capital Intern, Summer 2016

Evaluated company formation and investment opportunities in microglia. Advised portfolio companies on strategic decisions. Screened incoming deal flow and conducted investment due diligence.

McKinsey & Company, Philadelphia, PA

Summer Associate, Summer 2015
Advised public sector client with a
\$20B budget on implementation of
a statewide value-based physician
payment program; oversaw client's
progress in meeting federal reporting
requirements associated with a
\$3M grant; led client workshop on
web-based analytics tool for postengagement data analysis and
decision support.

Center for Emergency Care Policy and Research, University of Pennsylvania, Philadelphia, PA

Research Fellow, 2014-2015

Co-developed methodology and interpreted data as lead or co-author of studies published in New England Journal of Medicine, Medical Care, and Journal of General Internal Medicine, investigating access to care, patient-centered medical homes, and health care reform.



K. Grace Bell

kathleen.bell.wg17@wharton.upenn.edu Case Western Reserve University, Cleveland, OH B.S., Management: Health Finance, 2010

An opportunity to grow leading health care technology and services businesses through investment.

Rittenhouse Ventures, Philadelphia, PA

Summer Associate, Summer 2016 Led due diligence for 3 Series A investments within the health care vertical, including conducting customer references, analyzing financials and contributing to the design of all deal and term documents. Acted as resident health care industry expert - interpreted key market trends and analyzed and prioritized more than 40 pipeline investment opportunities. Advised two health technology portfolio companies to drive strategic business initiatives regarding market opportunities and implementation processes.

NYC Department of Health and Mental Hygiene, New York, NY

Health System Quality Manager, 2015-2015 Meaningful Use Services Manager, 2013-2014

Implementation Specialist, 2012-2013
Worked with independent providers and Accountable Care
Organizations to design and implement quality improvement projects throughout New York City. Managed a team to train physicians on over 80 distinct Electronic Health Record platforms, equaling \$13M in federal grants.

Huron Consulting Group, New York, NY

Clinical Operations Analyst, 2010-2012
Restructured case management and perioperative departments in four academic medical centers to improve alignment, reporting and clinical practices according to industry best practice models.



Rachel L. Belzer

rachel.belzer.wg17@wharton.upenn.edu Duke University, Durham, NC B.S.E., Biomedical Engineering, 2011

An opportunity to improve people's lives by building health care products that are enabled by data analytics and innovative technology.

Seattle Genetics, Seattle, WA

Market Planning MBA Intern, Summer 2016
Developed and prioritized a lifecycle
plan for an antibody drug conjugate
(ADC) in the company's pipeline to
capture over 100,000 new patients in
the U.S. based on a quantitative analysis of commercial attractiveness and
ease of development for 17 potential
opportunities. Presented recommendations to the entire commercial
organization including the EVP of
Commercial and the VP of Marketing.

Deloitte Consulting, Seattle, WA

Consultant, Technology, 2013-2015 Business Technology Analyst, 2011-2013

Technology consultant focused on digital strategy and data analytics for healthcare clients, including life sciences, pharmaceuticals and health plans. Crafted three-year roadmap of digital initiatives, providing steps to implement and sequenced timelines. Led project to create consistent order status messaging across web and email for mail order pharmacy, increasing customer awareness and decreasing call center calls by over 7,000 calls per year. Developed customer data model, allowing a life sciences client to master customer data for sales and marketing strategy.



Alessia Bhargava

alessia.bhargava.wg17@wharton.upenn.edu Yale University, New Haven, CT B.A., Magna Cum Laude, Economics, 2010 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to transform our mental healthcare system and promote population mental health globally.

Aledade, Bethesda, MD

Strategic Clinical Initiatives Fellow, Summer 2016

Created depression toolkit to assist primary care providers and care managers across 16 Accountable Care Organizations and 15 states better treat depression. Analyzed referral patterns and began formation of care contracts with high value specialists.

McKinsey & Company, Houston, TX

Business Analyst, 2010-2011
Senior Business Analyst, 2011-2012
Collaborated with ranking military officers to inspire providers and

Collaborated with ranking military officers to inspire providers and medical staff to implement Patient Centered Medical Homes across Army Medicine. Held working meetings with the CEO of a children's hospital to amend C-level reporting structures and re-design accountabilities of top level roles to incorporate service lines. Evaluated financial and organizational synergies in a potential AMC merger; led analyses to recommend clinical service line reconfiguration between 4+ hospital sites to achieve >\$100MM in savings.

Publications:

A. Bhargava, X.L. Du "Racial and socioeconomic disparities in adjuvant chemotherapy for node-positive operable breast cancer in older women," Cancer 2009 (115: 13, 2999-3008).



Souray Bose

sourav.bose.wg17@wharton.upenn.edu University of Pennsylvania, Philadelphia, PA B.A., Magna Cum Laude, Biology and B.Sc., Magna Cum Laude, Economics: Crisis Management, 2011 London School of Hygiene and Tropical M.Sc. Public Health, 2012, Thouron Scholar, 2011-2012 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to transform maternal and pediatric surgical care delivery.

McKinsey and Company, New York NY

Summer Associate, Summer 2016 Collaborated with medical and brand managers to develop the medical affairs strategy and go-to-market plan for a rare disease drug launch. Designed and implemented analyses including price factor, contract life cycle, and therapeutic equivalence to identify \$80M in cost savings opportunity in hospital supply chain and pharmaceutical procurement for a large health system.

The Children's Hospital of Philadelphia, Philadelphia, PA

Research Associate, 2015-present Designed and implemented a study to evaluate the cost-effectiveness of treating pediatric trauma patients in different clinical settings. Employed geographical informational systems to develop a network analysis of pediatric trauma utilization. Conducted analyses to evaluate the effectiveness of various surgical ligation devices in a porcine model.



Ramon Burgos

ramon.burgos.wg17@wharton.upenn.edu Harvard College, Cambridge, MA A.B., Government with Language Citation in Chinese, 2008 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to integrate my medical and business experience to improve healthcare delivery.

Regeneron Pharmaceuticals, Tarrytown, NY

Business Operations and Strategic Planning Intern, Summer 2016

Engaged cross-functional teams across research, clinical, and finance functions to establish a business development strategy to support Regeneron Genetics Center research goals in human genetics and therapeutic target discovery. Negotiated and executed two collaborations with leading academic centers. Presented recommendations to SVP of Strategy and other senior commercial leaders.

Brigham and Women's Hospital, Boston, MA

Research Assistant, 2010-2012

Team launched patient recruitment for biobank in support of large-scale human genetics research. Core responsibilities included: coordinating and expanding patient recruitment in multiple clinical settings; obtaining informed consent; data management; and preparation of IRB submissions.

Nomura Corporate Research and Asset Management Inc., New York, NY

Credit Analyst, 2008-2010

Performed investment analysis and presented recommendations directly to portfolio managers on corporate debt investments in the industrial sector totaling \$250M. Responsibilities included: construction of financial models and projections; business risk assessments; and analysis of credit agreements.



Jonathan Cagadas

jonathan.cagadas.wg.17@wharton.upenn.edu Northwestern University, Evanston, IL B.A., Economics & Financial Economics, 2011 University of Pennsylvania, Philadelphia, PA M.S. Candidate, Computer & Information Technology, 2017

An opportunity to build new products at a healthcare technology company.

IBM, Austin, TX

Product Manager Intern, Summer 2016 Led a team of 3 software developers in building a new use case for IBM Watson's predictive analytics platform. Created a cognitive cloud monitoring and security tool to prevent cloud network downtime and disruptions. Conducted end-user research, determined product features, led daily scrums, participated in code reviews, conducted market and competitive analysis, and built business plan for product.

DaVita HealthCare Partners, Los Angeles, CA

Manager, Corporate Development, 2014-2015

Senior Analyst, Corporate Development, 2013-2014

Analyst, Corporate Strategy, 2011-2013 Transaction manager for DaVita's corporate development team, focused on M&A, JVs, and divestitures in the physician group sector. Led deal sourcing, valuation, and execution. Involved in \$600M of invested capital and expanded the company's physician group presence into 3 new states. Prioritized potential growth areas for the company.



Christine Casey

christine.casey.wg17@wharton.upenn.edu Duke University, Durham, NC M.A., Spanish and Latin American Studies, 2010

An opportunity to serve health care companies interested in strategic and operational innovation.

McKinsey & Company, Palo Alto, CA

Summer Associate, Summer 2016
Advised Fortune 200 biopharmaceutical CEO on the integration strategy, including salesforce redesign and product positioning, for a newlyacquired business unit. Conducted an assessment of a niche hospital supply market for a Fortune 500 medical products company.

Avalere Health, Washington, DC

Senior Associate, 2013-2015

Assessed the impact of the Affordable Care Act on business strategy for pharmaceutical manufacturers and providers. Conducted analysis on data about prescription drug access and sources of insurance coverage to inform client state and federal advocacy strategy. Generated risk and opportunity assessments to evaluate coverage and reimbursement of existing and new-to-market drugs.

Advisory Board Company, Washington, DC

Dedicated Advisor, 2011-2013 Research Analyst, 2010-2011

Led implementation of competitive intelligence software for 15 health systems. Collaborated with hospital executives to leverage data for strategic planning and physician outreach. Secured contract renewals through development of ROI case studies. Secured \$350K of new revenue in one guarter as lead consultant on proof of concept contracts. Won executive support by identifying client needs and implementing pilot projects through intensive engagements. Conducted 1 to 6 month research studies to surface opportunities in hospital payment and delivery reform.



Elizabeth L. Celata

elizabeth.celata.wg17@wharton.upenn.edu The Wharton School, University of Pennsylvania, Philadelphia, PA B.S., Magna Cum Laude, Business and Public Policy and Health Care Management, 2011

An opportunity to improve patient care through developing and executing strategies for biopharmaceutical companies.

Takeda Pharmaceutical Company, Deerfield, IL

Commercial Leadership MBA Intern, Summer 2016

Served as Strategy and Operations intern to SVP of General Medicines Business Unit, gaining broad exposure across sales, marketing and managed markets organizations. Created and facilitated workshops for 70+ participants to help build understanding of new working model. Revised quantitative metrics and developed tracker to track progress aligned to organiza tional goals. Analyzed current vendors and identified opportunities for 30% reduction. Worked with 3 MBA interns to define a suite of marketing materials to improve managed markets pull-through.

The Boston Consulting Group, Philadelphia, PA

Consultant, 2013-2015 Associate, 2011-2013

Analyzed company and investor projections to set 3-5 year commercial strategy for Global Pharmaceutical company. Identified growth opportunities for mature brand through qualitative research and sales data analytics and supported execution of recommendations including content development for sales meeting and creation of executive scorecard. Worked with client team to develop new operating model for U.S. Oncology business to address changing market.



Steven T. Cupps

steven.cupps.wg17@wharton.upenn.edu Harvard College, Cambridge, MA A.B., Cum Laude, Human Evolutionary Biology,

An opportunity to join an innovative team that is systemically transforming healthcare services by building better technology for providers, payers, or consumers.

Welltok, Newport Beach, CA

Executive Intern to the CEO, Summer 2016
Led Strategic Planning process by
coordinating 16 senior executives to
develop an enterprise financing and
capital plan, inorganic and organic
growth plans for 6 business units, and
a go-to-market strategy. The plan was
presented to the Welltok Board and
is being implemented. Also provided
"Chief-of-Staff" type support to the
CEO including special projects: internal
investment process improvement, client-facing white paper development,
"all-hands" material creation for 360+
employees, and investor pitch support.

Oliver Wyman, San Francisco, CA

Engagement Manager, 2015 Associate, 2013-2014 Senior Consultant, 2012-2013 Consultant, 2009-2012

Strategy consultant specialized in the Health and Life Sciences Practice. Executed 21 projects for 18 clients across payers, providers, biopharma, and health tech. Focused on fee-forvalue transformation, consumerism, and the convergence of healthcare with other industries. Spent 12 months launching the Oliver Wyman Health Innovation Center, a collaborative group of senior leaders from across healthcare with the mission of transforming the sector.



Alexander P. D'Amato

alexander.damato.wg17@wharton.upenn.edu Princeton University, Princeton, NJ A.B., Magna Cum Laude, Sociology, 2009

An operational opportunity to improve the managed care system through increased efficiency and effectiveness as reflected in patient cost, quality and outcomes.

UnitedHealthcare, Minnetonka, MN

Strategic Initiatives Intern – Community & State, Summer 2016

Various operational projects for Medicaid state plan leadership. Designed a holistic operating model for members with commercial as well as managed Medicaid coverage (children with special needs) across five plan functions. Developed improved process and procedures for state MMP reporting procedures.

Evolent Health, Arlington, VA

Director, 2013-2015 Associate Director, 2012-2013 Senior Analyst, 2011-2012

Worked with other founders as company's fourth employee to establish business plan, create financial models, and review results with potential customers and investors, which culminated in \$20M initial funding. Developed several generations of new products for firm. Ultimately oversaw staff that built new business case models and set pricing for new clients resulting in \$130M in revenue.

Dean & Company, Vienna, VA

Analyst, 2009-2011

Designed and created analytical model to prioritize infrastructure investments for a major wireline telecommunications provider in the high-speed internet market.



Siddharth Damania

siddharth.damania.wg17@wharton.upenn.edu Stanford University, Stanford, CA B.A., Economics, 2012 M.A., Public Policy, 2012

An opportunity to build new health care businesses through an operational or strategic role.

Medtronic, Minneapolis, MN

Business Development Summer Associate, Summer 2016

Developed the product, technology, and market strategy for a new consumer disease management device, representing a 4M U.S. patient opportunity. Designed novel business models for nascent type II diabetes business, developing partnerships with pharma and technology companies and identifying market expansion strategies for existing portfolio.

Oliver Wyman, New York, NY

Associate, 2015 Senior Consultant, 2014 Consultant, 2012-2013

Managed teams to deliver fact-based solutions for executives, with a focus on health services. Key projects included an enterprise redesign for a top 10 healthcare system, the development of a novel fraud detection process for a federal agency (80x ROI), and a due diligence of medical clinics to inform a PE investment decision. Recipient of Client Award, recognizing project work with the greatest client impact.

Spiritual Nutrients, Minneapolis, MN

Consultant, 2012-Present

Grew natural products family business by 50% by developing customer acquisition strategy and creating a suite of online brand management products. Created pitch decks to secure 25% of new customer relationships and first-ever exclusive contracts.



Vikram A. Dashputre

vikram.dashputre.wg17@wharton.upenn.edu University of North Carolina, Chapel Hill, NC B.S.B.A., Highest Distinction, Business Administration and Economics, 2010

An operational role with an organization improving healthcare delivery.

DaVita HealthCare Partners, Denver, CO

Redwoods Summer Associate, Summer 2016
Developed business case for risk-based relationships with partners managing small populations. Proposed strategy to manage risk internally, and recommended specific payment structures and partnership types.

Enhanced Equity Funds, New York, NY

Private Equity Associate, 2013-2015

Evaluated investment opportunities at healthcare services private equity firm with \$600M under management. Worked with portfolio companies to coordinate due diligence, deal execution and refinancing processes related to add-on acquisitions. Supported management teams in budgeting, strategic planning and capital structure decisions.

NewYork-Presbyterian Morgan Stanley Children's Hospital, New York, NY

Morgan Stanley Ambassador, 2012-2013
Selected by Morgan Stanley to spend a year supporting strategic initiatives at NewYork-Presbyterian Hospital.
Managed project to design a clinical pathway for pediatric asthma.
Led committee to improve patient throughput and created dashboards monitoring hand-off issues, turnaround time and best-practice compliance.

Morgan Stanley, New York, NY

Healthcare Investment Banking Analyst, 2010-2012

Supported execution of M&A and capital-raising transactions for healthcare sector clients, including Alkermes' \$1B merger with EDT and Sigma-Aldrich's \$350M acquisition of BioReliance.



Timothy J. Daubert

timothy.daubert.wg17@wharton.upenn.edu Lafayette College, Easton, PA A.B., Magna Cum Laude, Biochemistry, 2009

An opportunity to build and grow an innovative early-stage digital health company.

Nuna Health, San Francisco, CA

Strategy Intern, Summer 2016
Conducted market segmentation and competitive landscape analysis for a healthcare data science startup.
Worked with the CEO and senior leadership to refine company pitch deck; participated in Business Development meetings with prospective clients; collaborated with Product Development team on product strategy.

The Advisory Board Company, Washington, DC

Director, 2014-2015 Associate Director, 2012-2014 Senior Business Analyst, 2011-2012

Managed Implementation and Support teams for the Surgical Profitability Business Intelligence program, an operational efficiency and cost containment technology serving 130+ hospitals and health systems nationwide. Restructured business analyst teams into cross-functional model, leading to 30% reduction in implementation timelines and 40% decrease in support request completion time. Founded Cost & Operations Innovation Initiative and led 150-person department in 2013 and 2014 innovation campaigns.

Oracle Corporation, Philadelphia, PA

Senior Consultant 2010-2011 Staff Consultant 2009-2011

Established and maintained trusted partnerships with pharmaceutical clients as a dedicated resource for designing over 20 clinical drug trial management software implementations. Coordinated internal development teams to ensure complete programming and validation; conducted in-depth user acceptance testing to verify client deliverables.



Allison E. Dender

allison.dender.wg17@wharton.upenn.edu Washington University, St. Louis, MO M.S. Finance, Knight Scholar, Beta Gama Sigma, 2010 B.S.B.A., Magna Cum Laude, Finance and International Business, 2010

An opportunity in private equity to identify, build, and transform market-leading healthcare companies.

Community Veterinary Partners (Portfolio company of Cortec Group), Philadelphia, PA

MBA Intern and Board Observer, Summer 2016

Analyzed opportunities for operational improvement across 21 hospitals for President and CFO. Motivated practice managers to implement price increases that add \$500,000 of annual revenue.

Sentinel Capital Partners, New York, NY

Private Equity Senior Associate, 2014-2015 Private Equity Associate, 2012-2014

Evaluated, executed, and monitored investments for top quartile private equity firm investing a \$1.3B fund. Managed Associates and third party consultants to execute leveraged buyouts and add-on acquisitions. Board Observer of Hospice Advantage, Corporate Visions, North American Rescue, and Critical Solutions International. Completed leveraged buyout of Hospice Advantage, executed buy and build investment thesis by leading 13 acquisitions, and sold to Hospice Compassus in three years.

Piper Jaffray, New York, NY

Investment Banking Analyst, 2010-2012
Advised on and executed middle market leveraged buyouts, mergers and acquisitions, public and private capital raises, and competed for prospective investment banking mandates.



Harris C. Drantch

harris.drantch.wg17@wharton.upenn.edu Indiana University, Bloomington, IN B.S., With Honors, Finance, 2010

An opportunity to make a significant contribution to the growth and development of an early stage health care company.

New Capital Partners, Philadelphia, PACxO Associate – Medsurant Holdings,

CxO Associate – Medsurant Holdings, Summer 2016

Worked as part of Medsurant's senior management team on a variety of strategic projects including: identifying opportunities to increase net revenue per case, standardizing clinical practices, reorganizing outside sales processes and improving billing / collections efficiency. Identified an opportunity to increase net revenue per case by ~13%, presented findings to regional presidents and developed a plan to implement related improvements.

Wafra Partners, New York, NY

Assistant Vice President, 2013-2015 Associate, 2012-2013

Identified, evaluated, and executed investments for a consolidation strategy focused private / growth equity firm (latest fund \$300M). Monitored existing portfolio company performance through attending board meetings and performing regular valuation / alternatives analyses. Worked with existing portfolio companies on executing strategic projects and acquisitions.

Cain Brothers & Company, New York, NY

Analyst – Mergers and Acquisitions, 2011-2012

Executed middle market leveraged buyouts, private capital raises, and strategic mergers and acquisitions for a variety of health care services companies.



Raul Estrada

raul.estrada.wg17@wharton.upenn.edu ITESM, Monterrey, Mexico B.Sc., Summa Cum Laude, Biotechnology Engineering, 2011

An opportunity to develop and execute innovative strategies for health services or biotech companies.

DaVita Healthcare Partners, Denver, CO Redwoods Summer Associate, Summer 2016
Developed a predictive model to identify key drivers of patient enrollment for Paladina Health (direct primary care) analyzing more than 30 variables and 97% of covered lives. Identified and prioritized 20 initiatives to

and prioritized 20 initiatives to increase enrollment which became the team's strategic scorecard.

Seattle, WA Integrated Development Associate, 2014-2015

Bill & Melinda Gates Foundation,

Strategy and project manager for the Diagnostics team. Projects include leading a team of two to assess the viability of a US \$500M multi-disease, point-of-care diagnostic tool for community health centers in sub-Saharan Africa, and acting as the project manager for the Foundation's Ebola 2014 outbreak diagnostics response team.

Bain & Company, Mexico City, Mexico Senior Associate Consultant, 2014-2015 Associate Consultant, 2012-2014

Strategy consultant across sectors, with clients in Pharmaceuticals, Financial Services, CPG, and Industrial Goods industries. Project experience includes performing a commercial due diligence on leading biosimilars manufacturer, identifying regulatory and competitive risks for existing and pipeline products. Performance trajectory assessed as "frequently exceeding expectations."



Kenneth W. Ewell

kenneth.ewell.wg17@wharton.upenn.edu Princeton University, Princeton, NJ A.B., Economics, 2009

An opportunity to build and work on effective teams within health care services or devices, with responsibility for both operations and strategy.

Medtronic, Minneapolis, MN

Product Strategy, Summer 2016 Identified and presented opportunity to General Manager to enter new \$120M+ market with implantable remote patient monitor; initiated pilot study discussion with hospital, recommended next steps. Analyzed economic value case using payer dataset; identified \$12M in annual system savings achievable within 5 years. Sourced and conducted interviews with 6 leading surgeons to understand status quo and market needs; negotiated, commissioned, and managed qualitative market research study. Received highest rating from manager.

Quvat Capital Partners, Singapore and Jakarta, Indonesia

Junior Associate, 2014-2015 Senior Analyst, 2013-2014

Evaluated, managed, and exited emerging markets investments for \$500M Indonesian private equity fund. Led individuals and cross-cultural teams in transactions in Indonesia, Korea, and China. Initiated and led training and mentorship program for 12+ junior analysts; named Head of Training by CEO.

Princeton in Asia, Manila, Philippines Nonprofit Fellow, 2011-2012

J.P. Morgan Securities, LLC

Analyst, Healthcare Investment Banking, 2009-2011

Executed debt, equity, and M&A transactions, and competed for prospective investment banking mandates on three- to five-person teams.



Kevin T. Fennell

kevin.fennell.wg17@wharton.upenn.edu University of Michigan, Ann Arbor, MI B.B.A., With High Distinction, Phi Beta Kappa, Finance 2012

An opportunity to launch and implement new products, services and operating models that improve the efficiency, affordability and quality of patient care.

Aledade, Bethesda, MD

Summer MBA Intern, Summer 2016
Oversaw development of pitch materials for new business opportunities, including new equity and debt financing, partnerships with 3 regional commercial payers, and proposed management contract for a physician-led Accountable Care Organization with over 40,000 covered lives.
Developed financial projection tool to estimate impact of regulatory changes (e.g., Merit-based Incentive Payment System) and value-based care opportunities (e.g., Medicare Shared Savings Program) for new potential practices.

Strategy& (formerly Booz & Company), Chicago, IL

Associate, 2014-2015 Consultant, 2012-2014

Strategy consultant for firm's healthcare clients, including health systems and health insurance companies. Project work included customer experience strategy, new product development and channel strategy, M&A integration, and operational improvement. Project highlights: (1) developed customer experience strategy for regional health plan, identifying >\$200M in operating income potential through improved efficiency and growth in customer sales, (2) led cost analysis and vendor capability assessment for operational transformation at regional health plan, resulting in \$1B in organizational investment for operations and technology redesign.



Gonzalo T. Ferrer

gonzalo.ferrer.wg17@wharton.upenn.edu Texas Christian University, Fort Worth, TX B.B.A., Summa Cum Laude, Finance, 2010

An opportunity to work in the health care services space in a role that combines strategy and operations.

Bain & Company, Dallas, TX

Summer Associate, Summer 2016
Worked on a digital transformation of a large bank. My work focused on the utilization of data for decision making and program performance evaluation.

DaVita Healthcare Partners, Denver, CO

Manager – Special Projects, 2013-2015
Co-led team for a rapidly growing new patient education program, utilizing data to drive insights, identify opportunities, and execute improvements.
Managed data and analytics team and a team of social workers.

VMG Health, Dallas, TX

Senior Analyst, 2010-2013

Led financial statement analysis and due diligence for transaction-driven equity pricing of privately owned companies in various areas of the health care services industry.



Matthew R. Filer

matthew.filer.wg17@wharton.upenn.edu The University of North Carolina, Chapel Hill, NC B.S., Business Administration 2009

Seeking investment opportunities in growing, lower middle market healthcare companies.

Ventus Health Investors, Philadelphia, PA

Managing Partner, 2016-Present
Lead deal sourcing, investment
due diligence, fund operations and
investor relations for a small, private
investment fund.

Nautic Partners, Providence, RI

Healthcare Private Equity Associate, 2012-2015

Responsible for investment due diligence, deal execution and portfolio company strategy for a \$3B middle market private equity fund. Investment experience across healthcare sectors, including post-acute care, home care, behavioral health, urgent care, disease management and medical practice management.

Deloitte Consulting, Atlanta, GA

Consultant, 2011

Business Analyst, 2009-2011

Strategy consultant to Fortune 500 retail and consumer products companies. Led small teams of junior consultants in delivering strategic planning, organic growth strategy, new market entry, and pricing strategy engagements.



Jeffrey M. Fiore

jeffrey.fiore.wg17@wharton.upenn.edu Washington University in St. Louis B.A., Honors, Economics, Psychology, 2010

An opportunity to work with a dynamic healthcare company leveraging technology to improve health care services.

Teladoc, Purchase, NY

Corporate Strategy and Product
Management Intern, Summer 2016
Led market research, partnership
strategy and product definition for
offering in \$32B physical therapy
market from inception to initial
design. Analyzed health system
telehealth market and recommended
strategic position relative to electronic
health record vendors.

Ernst & Young Healthcare Advisory, New York, NY

Senior Consultant, 2014-2015 Staff Consultant, 2013-2014

Advised health systems in revenue cycle operations and IT optimization. Projects included revenue cycle modernization for Mayo Clinic and implementation of a centralized Patient Access unit for the University of Virginia Health System. Co-led team to improve offerings supporting Epic Systems resulting in over \$10M of client contracts.

Epic Systems, Madison, WI

development.

Application Manager, 2012-2013
Application Coordinator, 2010-012
Managed multi-million dollar implementations of Epic's revenue cycle applications. Advised clients post-implementation in system optimization including a project at Froedtert Health System resulting in performance statistics in top 10% of customers. Directed internal team in preparing best-practice recommendations and setting direction for future



Prerak Garg

prerak.garg.wg17@wharton.upenn.edu The Young India Fellowship, New Delhi, India Postgraduate Fellowship in Liberal Studies, 2011 Indian Institute of Technology, Kharagpur, India B.Tech., With Honors, Chemical Engineering, 2010

An opportunity to operate and invest in successful healthcare businesses through private equity or venture capital in Asia.

McKinsey & Company, Summit, NJ

Summer Associate, Summer 2016
Led 6 performance transformation
projects including portfolio and product complexity reduction, network
consolidation, material cost reduction,
and operations restructuring with
\$325M NPV for a \$70B sales global
healthcare firm.

Cipla Ltd, Mumbai, India

Head, Global Supply Chain Transformation
Office, 2014-2015
Manager, Global Supply Chain
Transformation Office, 2012-2014
Led 20+ projects across 5 departments
in order to arrest decline in firm's
growth rate. Increased revenue
growth 2.5x for \$800M export business
by setting up 35 cross-functional teams
and improving on-time delivery 4x

growth 2.5x for \$800M export business by setting up 35 cross-functional teams and improving on-time delivery 4x for 23,000 SKUs in 160 countries. Introduced best practices in procurement, saving \$12M annually. Spearheaded post-merger turnaround of \$103M acquisition in Africa, achieving \$5M in savings and 50% revenue growth in 1 year. 1 of 2 employees recognized by CEO for role in transformation.

Office of Naveen Jindal, Member of Parliament, New Delhi, India

Consultant Intern, 2011-2012
Conceptualized and implemented development initiatives worth \$10M in 1,100 villages in rural India.

Indian Oil Corporation Ltd, Barauni, India

Officer, 2010-2011

Advised Deputy General Manager of the largest refinery in the region (6 MMTPA) on re-modeling various units and increasing efficiency.



Andrew Goberstein

andrew.goberstein.wg17@wharton.upenn.edu Bentley College, Waltham, MA B.S., Finance, 2009

An opportunity to build successful healthcare businesses through a private equity investing role.

Frazier Healthcare Partners, Seattle, WA

Summer Associate, Summer 2016
Evaluated middle-market, private
equity investment opportunities in the
healthcare sector. Executed platform
investment of a dermatology group.

Court Square Capital Partners, New York, NY

Private Equity Associate, 2012-2015 Assessed investment opportunities, performed financial and business due diligence and assisted portfolio company managers for private equity firm with over \$6B in AUM. Completed two portfolio company sales (Western Dental and The Harvard Drug Group), an add-on acquisition for The Harvard Drug Group, and a dividend recapitalization for The Harvard Drug Group. Worked with an operating partner to develop an investment thesis in HCIT by performing industry research, identifying attractive sub-segments of HCIT, and identifying companies within those sub-segments to invest.

J.P. Morgan Securities, New York, NY

Financial Sponsor Group Analyst, 2009-2012
Executed leveraged finance, M&A and equity transaction on behalf of largecap and middle market private equity clients. Provided secondary coverage on Apollo, GTCR and BC Partners.
Transaction experience included financing The Carlyle Group and Hellman & Friedman's leveraged buyout of Pharmaceutical Product Development, financing Veritas' leveraged buyout of Truven Analytics, and underwriting The Carlyle Groups' IPO.



Julia S. Goldner

julia.goldner.wg17@wharton.upenn.edu Brown University, Providence, RI Sc.B., Magna Cum Laude, Biomedical Engineering, 2011

A strategic or operational role within a mission-driven organization focused on delivering or supporting value-based, innovative care.

Accolade, Plymouth Meeting, PA

Strategy / Operations Innovation Intern, Summer 2016

Worked with Chief Strategy Officer to develop internal perspectives on pursuing the health system market and on value-based reimbursement dynamics. Worked with the VP of Operations Innovation to complete indepth cost-of-service analysis to better understand Health Assistants' time and productivity improvement opportunities. Conducted internal interviews to identify operational considerations and effort required to support a new product launch.

Oliver Wyman, Health & Life Sciences, New York, NY

Engagement Manager, 2015 Associate, 2014

Consultant / Senior Consultant, 2011-2013 Worked with health insurers and providers largely focused on transforming toward value-based care. For a large regional insurer, coordinated product design and network contracting for one Medicare Advantage and two commercial individual products for 2015 launch. For a large regional provider, developed 5-year financial projection with client's budgeting, finance, and clinical integration teams to demonstrate impacts of managing population health. For various projects, deployed surveys, conducted expert/consumer interviews, facilitated workshops, and led teams of 2-4 consultants to meet client needs.



Julie S. Goodman

julie.goodman.wg17@wharton.upenn.edu Cornell University, Ithaca, NY B.S., Operations Research and Engineering,

An opportunity to transform care delivery through an operational or strategic role at a health care technology com-

athenahealth, Watertown, MA Clinical Operations MBA Intern,

Summer 2016

Collaborated with providers and administrative staff to reduce the time providers spend documenting in athenaClinicals outside of encounters. Utilized analytics tools to identify and assess 12 opportunities to shift the co-sourcing model so that athena can take on a greater breadth and depth of client work. Presented recommendations on process redesign and best practice initiatives to CEO and executive leadership.

Deloitte Consulting, LLP, Boston, MA Consultant, 2013-2015

Business Technology Analyst, 2011-2013 Primarily served large health insurance companies, focusing on improving operational efficiencies through technology-enabled solutions. Led deliverables, managed client expectations, and cultivated junior practitioners as pivotal member of service delivery team. Collaborated with IT and business teams to drive prioritization, analysis and resolution of operational challenges. Managed, initiated, and implemented new processes and technologies to increase operational efficiencies.



Glen Elizabeth Graves

glen.graves.wg17@wharton.upenn.edu Northwestern University, Evanston, IL B.S., Social Policy, Economics, 2010

An opportunity to work with dynamic teams at the intersection of health care strategy and policy.

McKinsey & Company, Denver, CO

Summer Associate, Summer 2016 Worked on supply chain initiative for national hospital system. Worked with client leadership to evaluate existing best practices and develop standardized monthly performance metrics and reporting processes.

DaVita Healthcare Partners, Denver, CO

Manager & Senior Analyst, Special Projects, 2013-2015

Senior Analyst, 2012-2013

Redwoods Analyst, 2010-2012

Partnered with integrated care leadership to develop innovative clinical service offerings with external partners, including an Accountable Care Organization and an insurance company. Oversaw field operations, external partnerships, and growth strategy in nine states for Kidney Smart, DaVita's kidney disease education program. Set agenda and drove strategic operations and policy solutions as part of a multi-team healthcare exchange working group. Developed and owned healthcare exchange five-year financial model. Managed program analytics, forecasting, and reporting team.



Jason Han

jason.han.wg17@wharton.upenn.edu University of Pennsylvania, Philadelphia, PA B.A., Chemistry/B.S., Finance, Life Sciences and Management Program, 2010

A growth oriented operational role that combines my provider and analytic experiences to make an impact in patient care.

Clover Health, Jersey City, NJ

New Markets Intern, Summer 2016 Developed analytics dashboards to enable network management team to drive profitability in local markets. Built operations workflow tool to support physician contracting, credentialing, and network expansion.

New York Presbyterian, New York, NY Manager, 2012-2015

Led the project management / consulting team of 9 within the clinical analytics department. Partnered and engaged with front-end clinicians in the design and implementation of Health IT solutions. Hosted the first Hackathon at NYP to identify opportunities to reduce patient length of stay at the hospital.

Accenture, New York, NY

Analyst, 2010-2012

Published "Thought Leadership: Building on Meaningful Use: Three Opportunities for High Performance." Managed collaborative work team to build system-wide metrics scorecard consisting of 30 members, including CMIOs, service line directors, and clinical leadership across 12 facilities for a large catholic healthcare system.



Nathalie J. Herman

nathalie.herman.wg17@wharton.upenn.edu Wellesley College, Wellesley, MA B.A., Magna Cum Laude, Economics and French, 2011



LEK Consulting, Los Angeles, CA

team within health care consulting,

with focus on biotech and diagnostics.

Summer Consultant, Summer 2016
Collaborated with cancer diagnostic company to develop short and longterm biopharmaceutical partnership strategy; identified and prioritized top biopharmaceuticals for \$100M+ collaboration. Performed due diligence on \$30M revenue regulatory lab testing company; conducted 15-20 key opinion leader and customer interviews; identified and quantified five revenue and three cost-based synergies and developed purchase recommendation to support acquisition.

The Amundsen Group, an IMS Health Company, San Francisco, CA & Boston, MA

Consultant, 2013-2015 Associate Consultant, 2011-2013

Collaborated with top 10 large pharmaceutical companies to develop and implement revenue maximizing strategies. Designed physician and payer market research surveys and interview guides to understand physician prescribing and payer coverage for pre-launch high cost specialty drugs; conducted physician and payer interviews; developed optimal launch strategies based on healthcare market landscape. Delivered client site presentations outlining optimal launch strategies, contracting recommendations between the drug manufacturer and payers, and patent loss trajectories.



Brandon Holler

brandon.holler.wg17@wharton.upenn.edu Northwestern University, Evanston, IL B.S, Industrial Engineering and Economics, 2008

An opportunity to work with a dynamic mission driven team to deliver rapid growth at a health technology company.

Quartet Health, New York, NY

Business Development MBA Intern, Summer

Developed an economic model to quantify value proposition to hospitals and health systems operating in various fee-for-service reimbursement environments and those transitioning to value-based reimbursement environments. Supported sales campaigns and codified a customer journey playbook including tool templates, business guidelines and key milestones. Led scan of partnership landscape to augment capabilities.

HealthScape Advisors, Chicago, IL

Manager, 2014-2015

Senior Consultant, 2011-2014

Strategy and operations consultant for health plan clients and risk-bearing provider systems. Advised clients through pre and post-ACA implementation challenges including risk adjustment impacts and exchange strategy. Led health plan behavioral health strategy transition over 24 months through assessment, sourcing, contracting and implementation securing over \$90M in savings.

FTI Healthcare, Chicago, IL

Senior Consultant, 2011-2011 Consultant, 2008-2010

Performance improvement consultant for hospital and health system clients including revenue cycle improvement, service line analysis, supply chain management, and labor productivity. Led analytical development of new Clinical Effectiveness service offering using comparative statistical analysis to identify physician variation and track financial and clinical impact of process redesign.



Yang Hu

yang.hu.wg17@wharton.upenn.edu University of Pennsylvania, Philadelphia, PA B.A., Summa Cum Laude, Economics, 2012

An opportunity to improve healthcare access for developing countries or rural communities through technology and strategy.

Clinton Health Access Initiative, Phnom Penh, Cambodia

Volunteer, Summer 2016

Conducted an assessment of financial management systems at the National Malaria Center (CNM), Ministry of Health in Cambodia with an objective to increase spending of \$18M international grants. Developed a Grant Management Manual to formalize the policy and procedures for spending and managing grants awarded to CNM. Developed a new Cambodia national forecasting tool for malaria drugs and diagnostics.

Deloitte Consulting, New York, NY

Consultant, 2014-2015 Business Analyst, 2012-2014

Strategy and operations consultant for clients across pharmaceutical, biotechnology, health plans, providers, and health care technology sectors. Sample projects include 1) developing cost reduction and process improvement initiatives resulting in over \$1M in savings for a regional hospital system; 2) team lead for the design and implementation of Connecticut's Health Insurance Exchange mandated by Obama Care; 3) creating a knowledge management tool for a global biotechnology client to cover over 100 molecular, imaging and clinical trial databases.



Erica A. Jain

erica.jain.wg17@wharton.upenn.edu Duke University, Durham, NC B.A. Health Disparities and Infectious Diseases, 2011

Opportunity to improve healthcare access and delivery through innovative care models and technology.

Healthie, New York, NY

CEO & Co-Founder, 2016

Healthie is a practice management solution for nutrition professionals. Providing an all-in-one solution for scheduling, billing, charting, HIPAA-compliant telehealth, and patient communication. Nutritionists practice more efficiently with improved client outcomes. Healthie graduated from Techstars NYC.

Boston Consulting Group, Dallas, TX

Management Consultant, 2011-2015

Due diligence for \$22B Private Equity Fund. Cost/profitability drivers, projections, 10-year hospital growth strategy/ governance design for top University Medical Center. Transformed Customer Service design for Nationwide Pharmacy for 2% increased revenue. Cost reduction/strategic redesign for Multinational Pharmaceutical Company with a \$1.6B impact on a prestigious project (Tel Aviv/ Paris).

Clinton Health Access Initiative, East Africa/USA

Program Analyst, New Initiatives – Nutrition Program, 2013

Strategic team to combat malnutrition for 26M infants in Ethiopia, Rwanda, Kenya, Uganda. Economic feasibility, strategy to generate donors and private investors. Designed multinational distribution system for baby food to reach 'the last mile,' financial models for the dairy and sugar industries. Structured subsidy program to ensure affordability by leveraging Rwanda's Ubudehe socioeconomic system and The World Food Program adopted by Ministries of Health and Agriculture.

Multiple Research and Publications



Shubhra Jain, M.D.

shubhra.jain.wg17@wharton.upenn.edu Stanford University, Stanford, California Masters in Mechanical Engineering, 2012 Kasturba Medical College, Manipal, India Bachelor of Medicine & Bachelor of Surgery, 2010

An opportunity to use my clinical, technical and business skills to build innovative health care companies.

Bank of America, New York, NY

Summer Associate, Healthcare Investment Banking. Summer 2016

Analyzed credit risk considerations for a \$1B Term Loan refinancing for a \$30B Healthcare Services Client. Identified potential bolt on M&A targets and executed due diligence for a \$655M sponsor acquisition financing of a medical device company.

Red and Blue Ventures, Philadelphia, PA

Summer Associate, Venture Capital, Summer 2016

Conducted due diligence on 15 Healthcare IT deals. Sourced 50 deals over 5 weeks by leveraging personal connections with entrepreneur forums.

Parkland Center for Clinical Innovation, Dallas, TX

Product Manager, 2014-2015

Led conceptualization and development of clinical prediction and surveillance software for U.S. hospitals and health systems including a \$2.3M IT solution which reduced mortality by 17% and enhanced treatment compliance by 100% at a 1000 bed hospital.

Independent Consultant, Sunnyvale, CA

Independent Consultant, 2011-2014

Developed go to market strategies, competitive analysis, growth prioritization, resource forecasts and strategic plans for Fortune 500 Clients and startups.



Amit Jayakar

amit.jayakar.wg17@wharton.upenn.edu Georgetown University, Washington, DC B.A., Economics and Mathematics, 2009

An opportunity to combine my experience in technology and finance to improve healthcare delivery models.

Wellthie, New York, NY

MBA Business Development Intern, Summer 2016

Managed fundraising process for Wellthie's first institutional investment round, and created sales infrastructure for prospects with our new core product. Developed resource requirements to navigate funding strategy and communication to potential investors. Successfully closed on the initial \$500,000 and signed the first enterprise broker customer.

Miami Children's Hospital, Miami, FL

Business Specialist, 2014-2015

Developed pilot model for a \$50M service line to assess the financial feasibility of value-based health care in a regional pediatric hospital. Responsibilities included negotiating a \$5M bundled payment surgery contract with multiple commercial insurance payers, and benchmarking the base-line economics of the hospital and insurance carriers.

Vista Equity Partners, San Francisco, CA

Senior Analyst, 2011-2014

Led transaction diligence efforts for the evaluation and execution of eight software company acquisitions accounting for roughly \$2B across multiple verticals including healthcare, energy, and transportation.



W. Tyler Jorgensen

Yale University, New Haven, CT





Medtronic, Santa Rosa, CA

Leadership Development Rotational Program Summer Associate, Summer 2016

Worked on contracting strategy and engaging a new customer segment in the aortic business.

Picwell, Philadelphia, PA

Senior Data Scientist, 2013-2015 Developed health plan recommendation system, first for Medicare and later for commercial insurance plans. Products were deployed with a large benefits manager and a large health insurer.

Anapsis, San Francisco, CA

Cofounder, 2013

Gained acceptance to Rock Health accelerator. Developed a web-based platform through which analysts and data scientists could share, collaborate on, and run analytical code to make their work more accessible, transparent, and repeatable.

ZS Associates

Business Analytics Associate, 2010-2012 Developed the sales force strategy for a biotech client to launch a prospective \$10B peak revenue brand. Led the analytics on an internal research project to develop statistical models that provide individualized promotional messages. The models were later incorporated into a product deployed at two pharmaceutical companies.



Kunal Kandimalla

kunal.kandimalla.wg17@wharton.upenn.edu University of Pennsylvania, Philadelphia, PA B.A., Cum Laude, Economics, 2010

An investment or operational opportunity focused on building successful companies in the life sciences and adjacent sectors.

Novartis, Basel, Switzerland

MBA Intern, Corporate Strategy, Summer 2016

Assisted with company-wide 5-year strategic planning process for Executive Team offsite. Helped with operational framework for novel managed care business focused on using digital health technologies to manage enrollees. Conducted competitor benchmarking and drafted memo for CEO on competitor digital health strategies.

Agios Pharmaceuticals, Cambridge, MA

Manager, Business Development & Operations, 2014-2015 Analyst, Business Development & Operations, 2014

Assessed, presented and offered deal support on early-stage in-license opportunities. Conducted financial, commercial and scientific due diligence on existing and new development programs. Assisted in corporate development initiatives requested by Executive Team and BOD, including drafting buy-side business development strategy, creating franchise co-promotion models and evaluating ex-U.S. partnering options for pipeline drug.

Putnam Associates, Boston, MA

Consultant 2014

Analyst, Associate & Senior Associate,

Led teams in advising top 10 pharmaceutical companies on 25+ projects, including revenue forecasting, market and opportunity analysis, brand positioning and growth strategy, pricing and market access strategy, clinical development strategy, patent loss brand retention and sales force optimization.



Matthew L. Katz

matthew.katz.wg17@wharton.upenn.edu Wesleyan University, Middletown, CT B.A., Honors, Economics & Government, 2011

An opportunity to lead strategic and operational improvements to valuebased care arrangements.

Cigna, Philadelphia, PA

Value-Based Reimbursement Summer Associate, Summer 2016

Designed and executed comprehensive study of Cigna's ACO support model. Identified key value drivers from provider perspective. Research included over 40 internal interviews, 10 external interviews with ACO provider leaders, and extensive analysis of national survey data. Presented final report and strategic implications to a variety of company leaders including the CMO and multiple VPs.

Blue Shield of California, El Dorado Hills, CA

Intermediate Configuration Analyst, 2014-2015

Associate Configuration Analyst, 2012-2014 Performed data analysis, solution engineering, and testing for suite of insurance software. Ensured new systems supported business processes by collaborating closely across internal teams. As member of newly formed internal testing team, designed and implemented workflows and standard operating procedures. Headed testing of new software extension, identifying three critical design flaws and directing troubleshooting to meet go-live date on time.

Operations Management Trainee, 2011-2012

Completed competitive rotational program across Installation & Membership, Customer Service, and Claims departments. Conducted three process improvement projects as well as executed hands-on claims processing and customer service.



Jenna E. Kerner

Jenna.kerner.wg17@wharton.upenn.edu Cornell University, Ithaca, NY B.A., Summa Cum Laude, Neurobiology and Behavior, B.A., Economics, 2011

An opportunity to combine my passion for experience design and healthcare to create products at an early stage digital health company.

Doximity, San Francisco, CA

Product Management Intern, Summer 2016
Launched new feature for web product to improve customer engagement.
Conducted in-depth user interviews to understand customer needs, and analyzed existing data using SQL to build case for launch. Conducted research for new product, and devised strategy for rollout.

Lumo Bodytech, Palo Alto, CA

Product Management Intern, Summer 2015
Translated user interview findings into tactical software and hardware changes, and coordinated with designers and engineers to implement prioritized changes for next 24,000 units. Built company-wide dynamic product roadmap, which became guiding document for Board of Directors and company leadership. Implemented first-time analytics for iOS and Android, and developed process for monthly measurement.

Deloitte Consulting, New York, NY

Consultant, 2013-2015
Rusinoss Apalyst, 2011-2015

Business Analyst, 2011-2013

Focused on customer engagement within life sciences industry. Project work includes creating a diabetes wellness program, customer experience innovation in oncology, process redesign for R&D shift toward precision medicine and information management strategy for bioinformatics department.



Melanie W. Kier

melanie.kier.wg17@wharton.upenn.edu Yale University, New Haven, CT B.A., Cum Laude, Economics, 2010 University of Pennsylvania School of Medicine, Philadelphia, PA M.D. Candidate, 2017

An opportunity to combine my clinical and business experiences to improve health care delivery.

CytomX Therapeutics Inc., San Francisco, CA

Clinical Development Intern, Summer 2016 Intern to Chief Medical Officer at a biopharmaceutical company focused on oncology immunotherapies utilizing its novel class of antibody therapeutics. Wrote the clinical portion of the Investigational New Drug application submitted to the FDA and wrote portions of the phase 1 study protocol. Created case report forms and ensured data collection documents complied with the protocol and met the needs of the biostatistician. Reviewed clinical site involvement, international regulatory issues, commercial and shipping requirements, and intellectual property.

Memorial Sloan Kettering Cancer Center, New York, NY

Research Study Assistant, 2011-2012
Research Study Assistant in Phase II and Phase III breast cancer therapeutic clinical trials sponsored by the National Cancer Institute. Ensured all study components and quality checks were met for over 300 patients, i.e. completing data entry, organizing patient's clinic schedules and tests, preparing for inspection reviews, conducting radiology review and collecting outcomes, completing regulatory documents, and submitting documents to the IRB.

Goldman Sachs, New York, NY

Summer Analyst, Summer 2009

Completed projects driven by institutional and hedge fund clients, who generated a variety of requests, such as market updates and stock analysis. Presented market projections and collaborated with the research team to formulate sales pitches.

Culminated in a full-time offer.



Susan J. Kim

susan.kim.wg17@wharton.upenn.edu University of Maryland, College Park, MD B.S., Information Systems & Marketing, B.A., Psychology, 2011

An opportunity to combine my technical and business background toward advocating value-based care with a focus on population health to reduce costs, increase access and improve quality of healthcare.

Collaborative Health Systems (Universal American), White Plains, NY

MBA Strategy Intern, Summer 2016
Initiated development of a customized care management and population health dashboard prototype alongside a clinical team in integrating disparate data sources to provide a predictive analytics tool to monitor beneficiary health across 22 MSSP and Next Generation ACOs. Conducted market research to assess regional ACO and primary care physician group landscapes and trends within the U.S.

Deloitte Consulting, Arlington, VA

Senior Consultant, 2015 Consultant, 2013-2014

Business Technology Analyst, 2011-2012 Served healthcare and emerging markets clients within the federal government on systems integration and adoption of new technologies. Examples include a yearlong modernization application release serving 9M+ U.S. citizens/nationals across 250+ global consulates and an innovative data analytics visualization solution to enhance communication and analysis across multiple domains. Analyzed statistical and historical trends to drive client decision making in conjunction with leading writing efforts on multiple contracts and recompetes.



Jotham H. Klein

jotham.klein.wg17@wharton.upenn.edu University of Pennsylvania, Philadelphia, PA B.S., Magna Cum Laude, Economics, 2010

An opportunity to identify, build and impact healthcare companies through an equity investment role.

Fred Alger, New York, NY

Research Associate, Summer 2016 Evaluated public equity securities at growth-oriented, \$20B mutual fund. Conducted fundamental research including analysis of value drivers and unit economics, construction of financial models, meetings with management teams, interviews with customers and suppliers, site visits, and industry benchmarking. Earned multimillion dollar capital allocation.

Apax Partners, New York, NY

Private Equity Associate, 2013-2015 Evaluated investment opportunities in healthcare sector for \$8B leveraged buyout fund; involved in every aspect of diligence process, including industry analysis, business quality, synergy potential, and financial assessment. Constructed financial models, led external consultants, identified potential cost savings, assisted management teams. Board observer to portfolio companies. Executed acquisitions of One Call (\$3.2B) and Genex (\$460M).

Berenson & Co., New York, NY

Investment Banking Analyst, 2010-2013 Advised clients on middle market leveraged buyouts, public and private capital raises, and competed for prospective investment banking mandates on three to five-person teams.



Michael P. Klein

michael.p.klein.wg17@wharton.upenn.edu Pomona College, Claremont, CA B.A., Molecular Biology, 2010 David Geffen School of Medicine at UCLA, Los Angeles, CA M.D. Candidate, 2018

An opportunity to advise and build companies at the crossroads between healthcare, information technology and finance.

Goldman Sachs, San Francisco, CA

Summer Associate, Investment Banking, Summer 2016

Conducted financial analyses, due diligence and M&A-focused materials development across 5 clients in the healthcare and technology industries. Identified precedent financing arrangements, modeled pro forma leverage scenarios and detailed historical peer expense trends for CFO and board of \$2B company. Performed diabetes devices market review and strategic assessment of 25 potential acquisition targets.

UCLA Health, Los Angeles, CA

Innovation Intern, Summer 2013 Co-authored interview-based "Patient Voice" research framework published in academic literature, presented to health system executive team and utilized in UCLA Health's surgical home and recurring innovation competitions.

Deloitte Consulting, Los Angeles, CA

Business Analyst, 2010-2012

Worked on 9 team engagements with focus on health system performance improvement and health care information technology. Created industryspecific surgical services analyses to identify \$25M of annual savings for 10-hospital system. Supported \$300M-\$1B EHR selection processes and implementation planning, working closely with client IT leadership, for 3 west coast health systems.



Andrea E. Klestadt

andrea.klestadt.wg17@wharton.upenn.edu Yale University, New Haven, CT B.A., Magna Cum Laude, with Honors in Cognitive Science, 2011

An opportunity to improve health outcomes and access to care through technological or clinical innovation.

Quartet, New York, NY

Operations Intern, Summer 2016 Identified range of metrics to quantify behavioral health provider engagement and inform incentive contracts; produced dynamic Excel tool to consolidate these metrics and enable field representatives to diagnose and address engagement issues. Recommended improvements to operational processes, marketing, and product to increase behavioral health provider engagement with Quartet based on field research and quantitative analysis. Recruited passionate patient advocates for Quartet through developing and executing social media campaign.

ZS Associates, New York, NY

Business Associate Consultant, 2014-2015 Business Associate, 2011-2013

Sales and marketing strategy consultant for multinational pharmaceutical and biotech companies. Shaped the U.S. and global launch strategies of 9 different products through a combination of quantitative analyses and qualitative market research interviews with over 200 healthcare stakeholders. Developed forecast models for pipeline and established drugs. Managed cross-office consulting teams to optimize clients' sales force structure, deployment and targeting. Handled client communications, led presentations and directed workshops.



Aaron D. Kornetzke

aaron.kornetzke.wg17@wharton.upenn.edu The University of Wisconsin, Madison, WI B.B.A., Finance, 2011



Doximity, San Francisco, CA

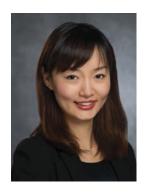
Business Development Intern, Summer 2016
Sourced and developed partnerships
in the medical application space and
managed Doximity's API partnership
program. Assessed the company's top
business development opportunities
and designed a framework through
which future growth opportunities
can be evaluated.

Procter & Gamble, Cincinnati, OH

Financial Analyst – Corporate Strategy, 2013-2015

Financial Analyst – Global Business Services, 2011-2013

Conducted various industry and competitive analyses for senior management, including the CEO, CFO and Board of Directors. Led a cross-functional team through negotiations with 3 IT partners, resulting in the establishment of a new IT infrastructure and service partnership, valued at \$75M+ over 5 years.



Elaine Le

lei.le.wg17@wharton.upenn.edu Shanghai International Studies University, China

B.S., Business Economics, 2010



Warburg Pincus LLP, Shanghai, China

Summer Vice President, Health Care Team, Summer 2016

Evaluated 14 public companies across pharma, biotech, device and service sectors, identified two investment targets and initiated discussion. Completed independent industry analysis and made investment recommendation for aesthetic medical industry.

Cathay Capital Private Equity, Shanghai, China

Associate, 2013-2015

Analyzed 30+ opportunities in China and Europe, 80% in healthcare industry. Assisted deal sourcing, led transaction execution, drove cross-border value creation, and successfully closed five investments with aggregated deal size of \$145M.

TE Connectivity, Shanghai, China

M&A Senior Analyst, 2012-2013

Drove the investment process for a take-over acquisition that bridged a major product gap. Developed a \$30M growth plan for Medical business unit by analyzing market and competitive dynamics, prioritized growth opportunities and created implementation plan.

A.T. Kearney Management Consulting, Shanghai, China

Business Analyst, 2010-2011

Top performer within rank. Advised financial investor clients on commercial due diligence on retail chains and telecom devices to evaluate market potential and risk. Advised clients develop new product strategy, supply chain optimization and operation efficiency improvement.



Craig Limoli

craig.limoli.wg17@wharton.upenn.edu Princeton University, Princeton, NJ A.B., Economics, 2012

Opportunities for my startup, WellSheet, which uses analytics to surface key information for complex patients in an intuitive format.

WellSheet, New York, NY

Co-founder and CEO, 2015-Present

Founded WellSheet while at Wharton. Recruited talent from clinical, technical and design backgrounds to build out the team. Earned over \$30,000 in grant funding from multiple sources, including a federal grant. Oversaw the team building a product that has attracted interest from executives of multiple major health systems, and won recognition from the Office of the National Coordinator as one of the top innovations for improving the provider experience. Launched 2 pilots and a distribution partnership with established digital health company.

International Business Machines, Armonk, NY

Strategy Consultant, 2012-2014 Senior Strategy Consultant, 2014-2015

Performed high-profile business analysis for executives at IBM headquarters as internal consultant for IBM Corporate Strategy to segment and evaluate the consulting business unit. Managed 8 person team performing an assessment of a network of mental health providers across a set of clinical, business, and technology parameters. Led large, multifunctional team, coordinating with healthcare providers, IBM experts, and client clinical team to implement Electronic Medical Record integration.



Ravi A. Mahadevia

ravi.mahadevia.wg17@wharton.upenn.edu Northwestern University, Evanston, IL B.A., Psychology, 2008



Somnium Sleep Solutions, New York, NY Founder & CEO, 2012-Present

Developed unique sleep center management contract business model, researching market interest and operational feasibility across the country to establish Somnium and open diagnostic sleep centers to treat sleep apnea by partnering with physician-owned surgical hospitals. Led set-up of all sleep centers by managing every part of the process: hiring employees, training staff, integrating sleep center within the hospital, accounting, and obtaining insurance contracts, resulting in four centers that generate over \$1.5M in revenue annually.

Lincoln International, Chicago, IL

M&A Healthcare Investment Banking Analyst, 2010-2012

Conducted due diligence, drafted deal process materials, ran LBO and DCF valuations, and completed other M&A activities, resulting in seven closed transactions that totaled over \$750M in valuations over two years.

Deloitte Consulting, Chicago, IL

Strategy & Operations Business Analyst / Consultant, 2008-2010

Consultant in the health care services and insurance sectors. Project examples include creating a new channel strategy for a payer's exclusive / independent agent force and implementing cost reduction strategies for a large health care services business.



Eriko Matsumoto

eriko.matsumoto.wg17@wharton.upenn.edu Keio University, Tokyo, Japan B.A., Business and Commerce, 2007

A project management opportunity to invest in health systems and create health system models to improve quality and cost effective management.

UAB Health System, Birmingham, AL

Administrative Fellow, Summer 2016
Created a strategic plan and analyzed effectiveness of Access Center to improve room utilization for Neurology clinic and patients' accessibility. Attended leadership meetings to propose ideas on room for improvement.

MC Healthcare, Inc., Tokyo, Japan

Senior Manager, Sales and Marketing Department, 2012-2015 Unit Manager, Pharmaceutical Products Unit, 2011-2012

Led 6 sales people and responsible for total sales activities to implement supply chain management. Achieved a large-scale order intake in 2013 of \$15 million of medical supplies for a flagship hospital. Led Pharmaceutical Products Committee for GPO; Succeeded in negotiation with drug manufacturers and reshaped previous business model into new business model first time ever in Japan.

Mitsubishi Corporation, Tokyo, Japan Consultant/Sub-Project Manager, Healthcare

Business Department, 2007-Present
Led proposal-based hospital construction, maintenance and management projects. Won a PFI tender for Kyoto City Hospital (\$0.9B in total, 18-year contract); Pioneered a plan for cost benchmarking for medical supplies and pharmaceuticals procurement that

achieved a cost reduction of 5% in the

very first year of its implementation.



Matthew G. McLaughlin

matthew.mclaughlin.wg17@ wharton.upenn.edu Stanford University, Palo Alto, CA B.A., Political Science, 2008

An opportunity to build a company that empowers consumers to make more informed decisions about their health.

Lazard, Los Angeles, CA

MBA Associate, Summer 2016
Co-developed marketing materials for the divestiture of a ~\$200M revenue division of a space technology business. Managed the sell-side diligence process for a regional ethnic food manufacturer (TEV ~\$300M).

Kingfish Group, Foster City, CA

Principal, 2013-2015

Built the company's healthcare independent sponsor capabilities by developing relationships with ~180 high-profile healthcare executives. Generated 68 actionable investment opportunities, 6 of which were proprietary. Collaborated with sponsors on an \$80M investment in a psychological services provider.

Oliver Wyman, San Francisco, CA

Senior Consultant, 2012-2013 Consultant, 2010-2012

Advised global and U.S. clients on a range of operational initiatives. Notably, for a major U.S. residential supply manufacturer, evaluated ~\$96M in finished goods inventory and developed recommendations to reduce inventory by ~\$22M.

Stanford Student Enterprises, Stanford, CA

CEO, 2008-2010

Managed a ~\$1.8M revenue business with 50+ employees. Launched SSE Labs (now StartX) — a seed accelerator supporting student entrepreneurs. Since its inception, the program has graduated 100+ companies, which have raised over \$400M in funding.



David E. Mishkin

david.mishkin.wg17@wharton.upenn.edu Washington University, St. Louis, MO B.S., Finance, 2009

An opportunity to operate and invest in innovative healthcare services and technology companies.

Oak HC/FT, Greenwich, CT

MBA Intern, Summer 2016

Formulated investment thesis and sourced potential investments in the health insurance space. Conducted due diligence, including thorough valuation, operational, financial, legal and regulatory review of companies in the pharmacy and network management sectors.

Sandbox Industries, Chicago, IL

Vice President, 2014-2015 Associate, 2013-2014 Analyst, 2012-2013

Managed a \$325M venture fund investing in seed through growth equity stage healthcare and technology companies. Prospected and sourced over 250 new investment opportunities. Engaged in every aspect of the investment process, participating in 8 new and follow on financings. Actively supported 6 portfolio companies by attending board meetings; assisted with financial planning, development, recruiting, and sales; generated \$55M in sales contracts between our portfolio companies and our health plan investors.

Barclays Capital, New York, NY

Investment Banking Analyst, 2010-2012
Executed financial models to assess
M&A transactions and capital structure
alternatives.



Marcus S. Moreno

marcus.moreno.wg17@wharton.upenn.edu Harvard University, Cambridge, MA A.B., Economics, 2008

An opportunity to improve care delivery and reshape the patient experience.

Rezilir Health, Boca Raton, FL

Director of Product Development, Summer 2016

Designed beta version of the company's first product — patient-centric health and wellness packages — to make living healthy simple. Developed market entry and pricing strategy based on market segmentation and competitive landscape assessment. Curated list of 100+ potential partner communities resulting in first community partnership.

CVS Health, Northbrook, IL

Product Innovation Senior Advisor, 2014-2015

Product Innovation Advisor, 2012-2013

Developed and led initiative to expand the product pipeline; engaged crossfunctional team of 35 resulting in 6 product concepts to be prototyped and tested. Embedded new innovation capabilities by facilitating workshops to train more than 100 colleagues and clients in innovation processes. Led team developing enterprise strategy options to reduce total client pharmacy costs and grow enterprise share.

Rezilir Health, Weston, MA

Consultant, 2011-2012 Senior Analyst, 2009-2011 Analyst, 2008-2009

Led life sciences projects focused on developing go-to-market strategies, product portfolio optimization, and due diligence. Performed as team leader designing analyses and research instruments, developing dynamic models, conducting interviews and surveys, and coordinating day-to-day activities.



Ryan J. Mullaney

ryan.mullaney.wg17@wharton.upenn.edu Boston College, Chestnut Hill, MA B.S., Cum Laude, Finance, 2011

An opportunity to build, and invest in, businesses focused on developing curative therapies for rare diseases.

InTandem Capital Partners, New York, NY

Summer Investment Professional, Summer 2016

Worked directly with Managing Partner and InTandem team in fundraising efforts by crafting LP presentations, attending LP meetings, and in fulfilling LP requests. Supported live transactional efforts in health care services vertical by managing due-diligence processes, building comprehensive financial model and valuation materials, and working with lender partners.

Riverside Partners, Boston, MA

Private Equity Associate, 2013-2015
Analyzed 30+ investment opportunities in healthcare and technology sectors. Managed transaction execution process including financial and operational due diligence, market and industry analyses, valuation and returns analyses, and deal structuring and legal documents. Closed two add-on investments with aggregate deal size of \$35M. Successfully exited investment in portfolio company.

J.P. Morgan, New York, NY

Investment Banking Analyst, 2011-2013
Analyzed mergers, acquisitions, divestitures, equity and debt capital raises, and other strategic alternatives. Managed junior deal teams across multiple product groups on \$5B+ of completed equity and debt transactions, and sell-side M&A transaction. Ranked in top quartile for all performance reviews; received third-year analyst offer.



Daniel G. Mulreany

daniel.mulreany.wg17@wharton.upenn.edu Johns Hopkins University, Baltimore, MD B.S., Biomedical Engineering, Electrical Engineering, 2005 M.S.E., Biomedical Engineering, 2010



Amgen, Thousand Oaks, CA

Intern, Business Development, Summer 2016
Developed new evaluation methodology for device and digital health technologies in support of CEO strategic initiative to improve competitiveness and patient experience.

Corporate Executive Board, Washington, DC

Senior Analyst, Corporate Strategy & Development, 2014-2015
Senior Research Analyst, 2013-2014
Designed and implemented a firm-wide strategic planning process, achieving coordination following a major acquisition. Evolved global partnership strategy, advancing CEB's position in global markets on 6 continents.

Human Genome Sciences, Rockville, MD

Image Analyst, Immunology and Oncology Research Departments, 2011-2012
Led implementation of \$500,000 investment in pre-clinical imaging, accelerating development of 12+ new drug candidates. Produced integral data for two Investigational New Drug applications. Won company-wide competition for project visualizing drug efficacy.

Johns Hopkins University, Baltimore, MD

Research Biomedical Engineer, 2005-2008
Utilized novel biomedical imaging techniques to advance understanding and treatment of lung disease.
Authored 6 publications in highimpact journals. Designed new ventilator control system, enabling experiments that verified a key hypothesis in lung disease management.



Andrew R. Neill

andrew.neill.wg17@wharton.upenn.edu Texas Christian University, Fort Worth, TX B.B.A, Finance, 2008

An opportunity to invest in and/or launch and develop early-stage biopharmaceutical companies developing novel therapeutics for completely unmet medical needs.

Lumos Pharma, Austin, TX

Corporate Development, Summer 2016
Further developed and implemented corporate strategies, including future financing and patient diagnosis and acquisition strategies. Assisted in the preparation of Investigational New Drug Application. Currently manage budget process in an on-going manner, among other duties.

Lumos Pharma, Austin, TX

Co-Founder, Business and Corporate Development, 2011-2015

Identified and in-licensed a novel treatment for the rare disease Creatine Transporter Deficiency. Raised \$14M Series A from New Enterprise Associates, Santé Ventures, and UCB. Company has since raised a \$34M Series B. Developed and managed pro forma financials. Secured key collaborations with the National Institutes of Health's Therapeutics for Rare and Neglected Diseases Program and the UK's Wellcome Trust. Developed commercial model, including epidemiology and market assessments. Managed hiring of key personnel and aspects of non-clinical and clinical development plan. Interfaced directly with Board of Directors

Innovations in Drug Development (id2), Austin, TX

Analyst, 2009-2015

Conducted due diligence on prospective investment opportunities in the life sciences and healthcare industries.



Vinayak S. Nikam

vinayak.nikam.wg17@wharton.upenn.edu Duke University, Durham, NC B.S., Biology with Honors, History, 2012 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to bring life-changing therapies to the patients who need them.

SR One, Ltd., San Francisco, CA

Summer Associate, Summer 2016
Evaluated investment opportunities for a life sciences-focused venture capital firm. Assisted in the daily operations of a biotech start-up undergoing incubation by the firm. Conducted four therapeutic area assessments for an oncology start-up in the firm's investment portfolio.

Regeneron Pharmaceuticals, Inc., Tarrytown, NY

Business Development Intern, Summer 2016
Investigated scientific and commercial rationale for expansion of pipeline antibodies to additional therapeutic areas in oncology. Directed team of clinical, manufacturing and financial personnel to evaluate strategic partnership opportunities in industrial operations. Conducted due diligence on three strategic partners to inform potential deal negotiations and partnerships in inflammation and pain space.

Zeno Pharmaceuticals, San Diego, CA

Strategy Intern, 2015-2016

Performed market landscape analysis of multiple oncology therapeutic areas for two novel small molecule inhibitors. Identified and analyzed potential partners to fund continued research and development.



Norman L. Pai

norman.pai.wg17@wharton.upenn.edu Rice University, Houston, TX B.S., Cum Laude, Electrical Engineering, 2011



ogy and analytics experiences to im-

prove healthcare data applications.

HealthVerity, Philadelphia, PA

Product Manager, Summer 2016
Led a team of 4 engineers to complete
3 product roadmap milestones on time
including Marketplace platform
launch. Bridged communication gaps
across founders, analytics & engineering. Transformed development from
Kanban to Scrum process. Hosted 9 UI/
UX and technical design sessions yielding new data models and user flows.

Slalom Consulting, San Francisco, CA *Information Management and Analytics Consultant, 2013-2015*

Created and steered internal Data Science group. Supported \$1.5M+ of advanced analytics engagements. Built predictive models to improve generic drug launch accuracy by 4X. For various clients, produced Tableau-R dashboards, developed data warehouses, and conducted data analysis affecting management decisions.

Accenture, San Francisco, CA

Business Intelligence (BI) Consultant, 2012-2013

Innovation Centers for SAP Solutions & Mobile Technology Analyst, 2011-2012
Designed and deployed Accenture iPad app to App Store: as product owner and content creator, shaped director's idea into cross-industry showcase used by 500+ executives worldwide. Made 2 interactive iPad app prototypes, architected 15+ decision tools for Fortune 500 clients and reduced data analysis time by over 95%.



Jordan M. Pecherer

jordan.pecherer.wg17@wharton.upenn.edu University of Michigan, Ann Arbor, MI B.S., Biochemistry, 2010

An opportunity to build leading healthcare businesses through investment or management.

J.P. Morgan Chase, San Francisco, CA

Summer Associate, Healthcare Investment Banking, Summer 2016

Contributed to execution of a largecap biotech M&A transaction following activist defense. Conducted financial analysis and process support for debt and equity financing transactions for mid- to small-cap biotechnology and medical device companies.

IndUS Growth Partners, Boston, MA

Private Equity Associate, 2015

Led proactive sourcing, evaluation and proposed deal structuring for prospective acquisitions and led post-merger integration and portfolio company strategy for completed acquisitions for private equity firm with \$2B under management. Executed transactions in the healthcare data and analytics (Activate Networks) and hospital market research (Healthcare Business Insights) sectors.

Decision Resources Group, Burlington, MA

Consultant, 2012-2015

Consultant to the biopharmaceutical and medical device industries.
Contributed to and led teams through over 30 engagements focused on assessing the commercial opportunity for pharmaceutical and medical device products in both emerging and developed markets. Engagements focused on market opportunity assessments, revenue forecasting, clinical trial strategy, regulatory and reimbursement strategy, and licensing and acquisition strategy.



Margot D. Prendergast

margot.prendergast.wg17@ wharton.upenn.edu Boston College, Chestnut Hill, MA B.S., Magna Cum Laude, Finance, 2009

An opportunity to bridge the gap between corporate and non-profit global health delivery.

Novartis, East Hanover, NJ

MBA Associate, Finance Development Program, Summer 2016

Worked as a member of the U.S. General Medicines business unit finance team; analyzed brand performance drivers and generated new KPI reports, developed and tested demand forecasting models, and supported annual budget process.

Partners In Health, Neno, Malawi

Program and Operations Coordinator, Global Health Corps Fellow, 2014-2015

Selected for one of 128 Global Health Corps fellowship positions from applicant pool of nearly 5000 candidates. Implemented new inventory management system supporting district hospital in rural, resource poor environment. Drove logistics and purchasing to rapidly scale disaster response following historic flooding and declaration of natural disaster.

Partners HealthCare System, Boston, MA

Business Analyst, Partners HealthCare International, 2012-2014 Contract Data Analyst, 2010-2012

Delivered analytical support to drive international business development initiatives, including investment in international referral channels. Supported hospital supply chain management through contract data analytics.



Michael Rahman

michael.rahman.wg17@wharton.upenn.edu St. Olaf College, Northfield, MN B.S., Cum Laude, Economics and Psychology, 2012 Level III CFA Candidate



Brighton Health Plan Solutions, New York, NY

Intern, Summer 2016

Worked with the CEO of Brighton Health Plan Solutions and led initiatives across strategic finance, business development, network strategy and cost containment operations. Presented 2016 budget, five-year financial forecast and unit economics to the Board of Directors and achieved financing to support newly launching company. Led contract negotiation and implementation with an out-of-network cost containment vendor.

UnitedHealth Group, Minnetonka, MN

M&A Associate, 2012-2015

Corporate M&A team reporting to the CFO of UnitedHealth Group, responsible for acquisitions at UnitedHealthcare and Optum. Worked with senior executives to forecast target company financials, conducted valuation analysis and assessed financial returns of potential acquisitions. Collaborated with executives to coordinate due diligence and evaluate strategic fit, synergies and integration costs.



Jon Michael Reese

jon.reese.wg17@wharton.upenn.edu Vanderbilt University, Nashville, TN B.A., Economics, 2010

An opportunity to identify, build and direct market-leading healthcare companies through an equity investment role.

Citadel, New York, NY

Surveyor Capital Summer Associate, Summer 2016

Initiated long / short equity coverage of subsectors within healthcare, transportation and business services. Completed business diligence and presented investment recommendations resulting in portfolio investments. Accurately predicted EPS and directional share price movement for the two companies in coverage space that reported quarterly earnings.

GTCR, Chicago, IL

Senior Associate, 2014-2015 Associate, 2012-2014

Originated and led private equity transactions across 4 platforms in healthcare industry including investments in outsourced contract sterilization (Sterigenics International), life sciences tools and diagnostics (Cole-Parmer Instruments), healthcare services to correctional institutions (CHC), and independent pharmacy software (Rx30) sectors. Identified attractive segments within healthcare industry, analyzed market characteristics, constructed detailed financial models, directed due diligence efforts, and participated in board meetings.

Bank of America Merrill Lynch, New York, NY

Analyst, 2010-2012

Completed 43 high yield bond and leveraged loan offerings with total aggregate value of over \$24B to support leveraged buyouts, recapitalizations, and refinancings.



Steven F. Rizzo

steven.rizzo.wg17@wharton.upenn.edu Cornell University, Ithaca, NY B.S., Cum Laude, Applied Economics & Management, 2010

An opportunity to work with a dynamic team to develop and execute strategy for health care companies.

Deloitte Consulting, Philadelphia, PA

Strategy & Operations Summer Associate, Summer 2016

Advised on a corporate strategy refresh for a Fortune 500 pharmaceutical company. Designed survey instruments to identify and prioritize key corporate strategy initiatives. Moderated interviews with Deloitte leaders on analytics best practices; synthesized and shared learnings that informed restructuring of the client's 300 person, \$250M internal analytics group.

Navinata Health, Princeton, NJ

Director of Operations, 2015

Collaborated on the design and development of the company's first technology offering — an online platform enabling information exchange & education between Pharmaceutical companies and Physicians. Negotiated the selection of multiple partners related to website design, data visualization and survey development, key components for the creation of the platform.

ZS Associates, Princeton, NJ

Associate Consultant, 2013-2015 Business Associate, 2010-2012

Sales and Marketing strategy consulting for pharmaceutical and biotech firms, with an emphasis on oncology and cardiovascular disease. Managed client relationships and led cross-functional teams in qualitative and quantitative market strategy projects. Designed research instruments and analytical methods to inform commercial strategy.



Riddhi Roy

riddhi.roy.wg17@wharton.upenn.edu Carnegie Mellon University, Pittsburgh, PA B.S., M.S., with University Honors, Chemistry,

An opportunity to impact patients through a commercial strategy role in a life sciences company.

Genentech, South San Francisco, CA Commercial Intern in Pricing, Contracting, and Distribution, Summer 2016

Led assessment of specialty drug distribution centers for infused products. Analyzed risks and developed strategic recommendations around how to treat distribution centers, pre- and post-biosimilar launch. Presented recommendations to functional leadership.

Deloitte Consulting, Pittsburgh, PA

Consultant, 2013-2015 Business Analyst, 2011-2013

Gained experience with health plan, provider, and life sciences sectors. Focused on pharmaceutical and biotech industry, worked on projects ranging from R&D operations to commercial strategy. Performed R&D spend benchmarking assessment for global pharmaceutical company through peer company interviews to inform annual R&D budget. Coordinated relaunch activities for two acquired assets and conducted workshop to determine long-term therapeutic area portfolio strategy.

Quality of Life Technology Foundry, Pittsburgh, PA

Foundry Associate, 2010-2011 Developed and presented business plans to investors for research enabling people with disabilities to live independently. Organized all logistics and content for company booth at Consumer Electronics Show, managed \$100K budget, and made connections to future investors. Managed summer interns and supported annual report development.



Viba Saligrama

viba.saligrama.wg17@wharton.upenn.edu Georgetown University, Washington, DC B.S., Summa Cum Laude, Business Administration, 2011

An opportunity in strategy or operations to improve value in health care delivery and focus on wellness and prevention.

DaVita Healthcare Partners, Denver, CO Redwoods Summer Associate, Summer 2016

Led a project exploring impact of patient experience on clinical and business outcomes for primary care practices. Conducted 40 interviews and reviewed secondary research to develop framework. Analyzed patient satisfaction survey data from 100+ clinics to identify correlations between survey results and key performance metrics, including hospital utilization and member growth rates. Provided recommendations to improve patient experience and inform future investments.

Deloitte Consulting, Washington, DC Consultant, 2013-2015

Analyst, 2011-2013

Strategy and operations consultant for U.S. government healthcare agency clients. Project work included strategic planning, resource allocation, program evaluation and process improvement. Developed Defense Health Agency's long-term prevention strategy and managed the design, marketing and implementation of 5 public-health pilot projects on nine military bases. Analyzed 10 business plans to support an ACA financing program. Designed a prioritization process to better allocate \$1B budget spent on food safety. Reviewed proposals to improve Veteran health and built data management tools to support budgeting decisions.



Barthalomew A. Sillah

barthalomew.sillah.wg17@wharton.upenn.edu Harvard University, Cambridge, MA A.B., Human Developmental and Regenerative Biology, 2012 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to combine my clinical training and business experience to improve health systems management and business development.

University of Pennsylvania Health System, Philadelphia, PA

Administrative Fellow, Summer 2016 Structured partnerships and medication dispensing agreements with key pharmaceutical companies increasing department revenue by \$26M. Directed a lean transformation initiative to increase patient flow in the outpatient oncology clinic.

Excelsior Group, Nairobi, Kenya

Fellow, Summer 2015

Conducted investment due diligence of private pharmaceutical, medical devices and health services companies. Advised a portfolio company in key strategic decisions and business model redevelopment.

King's Sierra Leone Partnership, Freetown, Sierra Leone

Hospital Administration Intern, Summer and Fall 2013

Developed and implemented a survey tool to integrate patient feedback into administrative operation decisions. Performed a lean transformation with the billing and collections office increasing bed turnover by 15%. Identified hygiene education methods that helped decrease hospital acquired infection rates by 24%.



Christopher J. Skayne

christopher.skayne.wg17@wharton.upenn.edu Amherst College, Amherst, MA B.A., Law, Jurisprudence, and Social Thought, 2011



George H. Stein

george.stein.wg17@wharton.upenn.edu University of Pennsylvania, Philadelphia, PA B.A., Magna Cum Laude, Economics and East Asian Studies, 2010



William P. Stratton

william.stratton.wg17@wharton.upenn.edu Yale University, New Haven, CT B.S., Intensive Major, Chemistry, 2011

To improve the delivery and financing of health care services.

McKinsey & Co., Detroit, MI

Summer Associate, Summer 2016

Advised leading health care company on the creation of a health care services subsidiary. Created strategic vision documents, counseled on buy vs. build decision for a new technology, and developed long-term financial forecasting tool.

athenahealth, Watertown, MA

Senior Associate Corporate Strategy, 2013-2015

Senior Associate Business Development, 2012-2013

Conducted due diligence and executed acquisition of publicly traded Epocrates, Inc. – developer of most used mobile app in health care - for \$307M. Managed post-acquisition integration work streams; presented to athenahealth CFO the achievement of \$10M+ in cost-savings synergies. Led a revamp of business's Customer Relationship Management system to increase efficiency and give management visibility into the \$100M+ sales pipeline. Developed commercial turnaround strategy for business unit's free mobile application; led launch of new ad-unit to successfully drive renewed sales momentum.

Cambridge Associates, Boston, MA

Consulting Associate, 2012

Worked across teams of consultants, specialists, and investment analysts on nine unique client teams, conducting analyses, tailoring investment recommendations, and presenting findings to university and museum investment boards.

An opportunity to build innovative health care services and digital health companies that change care delivery.

UnitedHealth Group Ventures, Minnetonka, MN

Summer Associate, Summer 2016
Gained exposure to group's venture capital investment processes by supporting two pipeline projects and working extensively with portfolio company. Identified 50% revenue opportunity at start-up in portfolio by stratifying sales prospects, creating consistent processes and developing distinct customer segments and quantifying customer lifetime value of each segment.

McKinsey & Company, Washington, DC Senior Business Analyst, 2014-2015 Business Analyst, 2012-2014

Focused time on technology, strategy, and operations primarily for health care and TMT clients. Developed and built business cases and models for >20 new B2B / B2C products. Created strategy for developing private exchange offering. Identified ~\$70M in opportunities for health care client as part of organizational transformation. Designed software reduction program to achieve savings for EMR business case.

The Advisory Board Company, Washington, DC

Senior Analyst, 2011-2012 Analyst, 2010-2011

Developed strategic and operational expertise — primarily in health IT, physician topics (engagement, leadership and hospital-physician contracts) and care management—related to health care transformation for providers.

An opportunity to help grow an innovative biopharmaceutical company through business development or commercial strategy.

Cidara Therapeutics, San Diego, CA Business Development and Marketing Intern, Summer 2016

Examined potential M&A candidates based on therapeutic and strategic alignment with Cidara's development programs. Assessed the potential for an alternative route of administration for Cidara's lead candidate (CD101) and delivered a strategic plan for the program. Analyzed the addressable market and commercial opportunities for new indications for CD101, providing recommendations on attractive indications, clinical development considerations, and lifecycle management strategies.

The Amundsen Group, an IMS Health Company, Burlington, MA

Consultant, 2014-2015

Associate Consultant, 2013-2014
Provided data analytics and strategic

insights to biopharmaceutical clients. Managed project teams on various engagements, including market landscape assessment, payer control and contracting strategy, primary market research, and launch planning.

The Exeter Group, Boston, MA Consultant, 2011-2013

Project manager at a national, non-profit blood bank. Supported the planning and implementation of a new software system to update blood labeling and manufacturing processes. Managed over 150 people delivering over 1,300 documents used to train staff on new processes.



Michael L. Suiters

michael.suiters.wg17@wharton.upenn.edu Davidson College, Davidson, NC B.A., History, 2010

An opportunity to build transformational healthcare technology and services companies as an operator or investor.

Oxeon Ventures, New York, NY

Summer Senior Associate, Summer 2016
Co-wrote the business plan for spinning out technology developed within a leading \$6B Integrated Delivery Network (IDN) into an independent start-up. Led financial feasibility and competitive analyses and presented recommendations to IDN leadership en route to a "green light" funding decision. Supported Oxeon's first limited partner fundraise including the economic analysis of venture capital fund structures and development of limited partner recruitment materials.

Evolent Health, Arlington, VA

Director, Strategy 2015 Associate Director, 2013-2014 Senior Analyst, 2012

Accelerated Evolent Health's growth from Series A to \$1B+ IPO while contributing cross-functionally across corporate strategy, sales, finance, and operations. Most recently advised senior management on the value and relative prioritization of growth initiatives including new product development, new market entry, and acquisitions, and partnered with senior executives to rollout initiatives.

Deloitte Consulting, Washington, DC

Consultant, 2012 Analyst, 2010-2012

Analyzed implications of healthcare reform for clients and the Deloitte Center for Health Solutions.



Fiona Tang

zhongni.tang.wg17@wharton.upenn.edu University of Michigan, Ann Arbor, MI B.S., With Distinction, Economics and Mathematics, 2011

An opportunity to work on or build elder care services in China.

Goldman Sachs, Hong Kong, China

Summer Associate, Summer 2016
Worked on a variety of projects to provide financial advisory to Chinese clients ranging from IPO, private placement and M&A.

Capital One, Wilmington, DE

Senior Analyst, 2013-2015

Built and executed marketing and product strategies for Capital One 360.

McKinsey & Company, Pittsburgh, PA

Business Analyst, 2011-2013

Provided strategy consulting services to providers, payors and pharmaceutical companies on healthcare reform strategy, organization restructure, acquisition strategies and etc.



Alex Wittenberg

alex.wittenberg.wg17@wharton.upenn.edu Stanford University, Palo Alto, CA B.A. with Distinction, Phi Beta Kappa, International Relations, 2012

An opportunity in impact investing or general management with a company focused on products or services that improve global health.

The Global Health Investment Fund, New York, NY

Summer Associate, Summer 2016
Led diligence on a novel therapeutic for soil-transmitted helminthiases, evaluating the financial upside, global health impact, and technical and regulatory risks of financing the drug's development and commercialization.
Created impact model quantifying the number of lives saved and improved from existing investments in diagnostics, drugs, and vaccines.

Bain & Company, Los Angeles, CA Senior Associate Consultant, 2014-2015

Associate Consultant, 2012-2014
Strategy consultant across sectors including private equity, media & entertainment, and biotechnology. Biotechnology projects spanned shared services design & organizational strategy and process mapping

The Bill & Melinda Gates Foundation, Seattle, Washington

and optimization.

Strategy Consultant, 2014-2015
(on externship from Bain & Company)
Coordinated working team of six
scientists and led strategic initiatives
for a new program investing in innovations to treat preterm birth, growth
stunting, and neurocognitive deficits
in developing countries. Organized
and facilitated budgeting sessions to
allocate \$150M to global health clinical trials and technology development.



Christina M. Wray

christina.wray.wg17@wharton.upenn.edu Dartmouth College, Hanover, NH B.A., Magna Cum Laude, Biology with High Honors, 2012 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

An opportunity to promote medical device innovation and the commercialization of new surgical technologies.

Action Potential Venture Capital, Palo Alto, CA

MBA Summer Associate, Summer 2016
Evaluated investment opportunities and conducted investment diligence on companies in the bioelectronic medicine space. Conducted a market overview to evaluate promising novel therapies in a specific disease area. Worked directly with a portfolio company to design a study to inform product design specifications.

University of Pennsylvania Department of Otolaryngology, Philadelphia, PA Research Assistant, 2014-2016

Conducted a literature review on clinical outcomes and quality of life following a novel treatment for obstructive sleep apnea. Evaluated the effect of commercial thickening agents on the perceived palatability of liquids. Documented the first-ever report of a hypopharyngeal malignancy arising in a field of Crohn's



Amanda B. Wyatt

amanda.wyatt.wg17@wharton.upenn.edu Harvard College, Cambridge, MA A.B., Cum Laude, Social and Cognitive Neuroscience, 2012

An opportunity to grow innovative life sciences products and impact patients through a marketing role in the biopharmaceutical industry.

Pfizer, New York, NY

Marketing MBA Summer Associate, Summer 2016

Spearheaded national educational program with 50 sessions for health care professionals in advance of highprofile label update; worked closely with medical, regulatory, and legal colleagues to develop content at risk, a first for the division. Conducted analysis on reach and engagement of previous programs, ultimately recommending new program format to maximize ROI adopted by the team lead.

TribalVision, Boston, MA

Project Leader, 2014-2015 Consultant, 2013-2014 Associate, 2012-2013

Marketing and strategy consultant for midsized firms, including medical device manufacturers, health centers, and technology service providers. As a Project Leader, concurrently managed 4-6 client accounts, domestic and international, with 6 direct reports. Built a new e-commerce solution for a U.S. device manufacturer; increased online sales by 18% and order volume by 14%. Designed ACA communications strategy for a non-profit health center, helping to educate and ultimately enroll 1300 formerly uninsured patients. Completed market entry strategy for Korean device manufacturer, evaluating \$1.2 billion U.S. market opportunity.



Linan Xiao

linan.xiao.wg17@wharton.upenn.edu Duke University, Durham, NC B.S., Biology, 2009

An opportunity to improve quality, value and access to cutting edge healthcare innovations.

Amgen, Thousand Oaks, CA

Commercial Leadership Program, Summer 2016

Spearheaded launch preparations for new indication of in-line hematology drug. Reassessed commercial opportunity and conducted customer research to identify patient segments, clinical unmet needs and opportunities. Determined product positioning and core value messages by interfacing with clinical trial leaders, customers and sales team. Recommended optimal sales force & non-personal tactics based on ROI analysis.

IMS Consulting Group, New York, NY

Consultant, 2014-2015 Associate, 2012-2014 Analyst, 2010-2012

Market access and commercial strategy consultant for pharmaceutical, biotech and medical device companies.

Managed teams of associates in conducting qualitative and quantitative engagements, to provide recommendations to sales and marketing executives in U.S., E.U. and global emerging markets. Created and launched global and local pricing strategies; other project experience spans clinical development, value messaging, life cycle management, launch excellence, health economics and policy advocacy.



Jaeyoung Yang

jaeyoung.yang.wg17@wharton.upenn.edu Yale College, New Haven, CT B.A., Economics and International Studies, 2009 Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA M.D. Candidate, 2017

A clinical and strategy role with a health services company focused on innovative care models.

Iora Health, Boston, MA

Summer Associate, Summer 2016
Developed referral management program for a national chain of primary care clinics with emphasis on clinical follow-up, user experience, and operational efficiency. Established five market-based call centers for 43 staff to support \$3M patient recruitment effort.

Office of Clinical Effectiveness and Quality Improvement, University of Pennsylvania Health System, Philadelphia, PA

Summer Intern, Summer 2013
Spearheaded successful interdepartmental project to reduce length-of-stay for a high-volume surgery by identifying key variations in post-op care in a comparative hospital study and implementing a 'fast-track' pathway (est. \$100,000/year saved).

The Camden Coalition of Healthcare Providers, Camden, NJ

Assistant Project Manager, 2011-2012
Successfully applied for \$300,000
in grants for seven staff positions in
care coordination. Established "health
coach" program by negotiating with
AmeriCorps and local providers to
share oversight and funding. Recruited
5 members, led training/onboarding
process, and oversaw operations.
Facilitated multi-stakeholder working
group to promote primary care in a
400-unit low-income housing complex.

2016 **Internship Sponsors**

The following organizations provided internships for Health Care Management Students in Summer, 2016.

ACCOLADE

Plymouth Meeting, PA

ACTION POTENTIAL VENTURE CAPITAL

Palo Alto, CA

ALEDADE

Bethesda, MD

Thousand Oaks, CA

ATHENAHEALTH

Watertown, MA

BAIN & COMPANY

Dallas, TX

BANK OF AMERICA

New York, NY

BRIGHTON HEALTH PLAN SOLUTIONS

New York, NY

CIDARA THERAPEUTICS

San Diego, CA

Philadelphia, PA

CITADEL

New York, NY

CLINTON HEALTH ACCESS INITIATIVE

Phnom Penh, Cambodia

CLOVER HEALTH

Jersey City, NJ

COLLABORATIVE HEALTH SYSTEMS

(UNIVERSAL AMERICAN)

White Plains, NY

COMMUNITY VETERINARY PARTNERS

Philadelphia, PA

CYTOMX THERAPEUTICS

San Francisco, CA

DAVITA HEALTHCARE PARTNERS

Denver, CO

DELOITTE CONSULTING

Philadelphia, PA

DOXIMITY

San Francisco, CA

FRAZIER HEALTHCARE PARTNERS

Seattle, WA

FRED ALGER

New York, NY

GENENTECH

South San Francisco, CA

GENEOSCOPY

St. Louis, MO

THE GLOBAL HEALTH INVESTMENT FUND

New York, NY

GOLDMAN SACHS

San Francisco, CA Hong Kong, China

HEALTHVERITY

Philadelphia, PA

Austin, TX

INTANDEM CAPITAL PARTNERS

New York, NY

IORA HEALTH

Boston, MA

J.P. MORGAN CHASE

San Francisco, CA

LAZARD

Los Angeles, CA

LEK CONSULTING

Los Angeles, CA

LUMOS PHARMA

Austin, TX

MCKINSEY & COMPANY

Palo Alto, CA Denver, CO

Chicago, IL

Detroit, MI

Summit, NJ

New York, NY

MEDTRONIC

Santa Rosa, CA

Minneapolis, MN

NEW CAPITAL PARTNERS

Philadelphia, PA

East Hanover, NJ

Basel, Switzerland

NUNA HEALTH San Francisco, CA

OAK HC/FT

Greenwich, CT

OXEON VENTURES

New York, NY

PFIZER

New York, NY

QUARTET HEALTH

New York, NY

REGENERON PHARMACEUTICALS

Tarrytown, NY

REZILIR HEALTH

Boca Raton, FL

RITTENHOUSE VENTURES

Philadelphia, PA

SEATTLE GENETICS

Seattle, WA

SOMNIUM SLEEP SOLUTIONS

New York, NY

San Francisco, CA

Cambridge, MA

TAKEDA PHARMACEUTICAL COMPANY

Deerfield, IL

TELADOC

Purchase, NY

UAB HEALTH SYSTEM

Birmingham, AL

UNITEDHEALTHCARE

Minnetonka, MN

UNITEDHEALTH GROUP VENTURES

Minnetonka, MN

UNIVERSITY OF PENNSYLVANIA

HEALTH SYSTEM

Philadelphia, PA

VENTUS HEALTH INVESTORS

Philadelphia, PA

WARBURG PINCUS, LLP

Shanghai, China

WELLSHEET

New York, NY

WELLTHIE

WELLTOK

New York, NY

Newport Beach, CA

2016 Health Care Program Mentors

Mentors are leaders and senior managers in the healthcare field who have agreed to provide career and professional development advice and guidance to Health Care Management Students.

ABHISHEK AGRAWAL

Associate Director, Marketing Merck Sharpe & Dohme, India Mumbai, India

EUGENE AN

Group Product Manager Genentech South San Francisco, CA

SANJAY ANAND

President and CEO Bryant Ranch Prepack Pharmaceuticals Burbank, CA

NICK ANDERSON

Associate Robert W. Baird Chicago, IL

HEATHER ASPRAS

Director, New Product Strategy GlaxoSmithKline Philadelphia, PA

DARSHAN BACHHAWAT

Director, Health Systems Business ZocDoc New York, NY

KENT E. BACKLUND

Director Pfizer, Inc. New York, NY

BRENDA J. BACON

President and CEO Brandywine Senior Living Mt. Laurel, NJ

TONY BALDA

President & COO Medicomp, Inc. Melbourne, FL

GRANT BECHTOLD

Vice President, Corporate and Business Development Medsurant Holdings (portfolio co. New Capital/Volante Capital) Santa Monica, CA

JAMIL M. BEG

Director of Business Development SAGE Therapeutics Cambridge, MA

ALI BEHBAHANI, MD

Partner New Enterprise Associates Chevy Chase, MD

ERIC R. BELL

Managing Director SpringRock Ventures Seattle, WA

SIGAL BEN-ARI, PHD

COO Kodu Care Seattle, WA

RYAN BERGER

Senior Business Strategist Hearst Health Los Angeles, CA

ALEXIS BERNSTEIN

Senior Director, Client Services Wellframe Boston, MA

KERUN BINDRA

Director, Global Product & Portfolio Strategy AstraZeneca Gaithersburg, MD

DARREN M. BLACK

Managing Director Summit Partners Boston, MA

KATHERINE BOCK

Senior Director, Corporate Development Nevro Redwood City, CA

DAVID BRILL

Research Analyst Everpoint Asset Management New York, NY

ELIZABETH J. CAMPBELL

Vice President LL Partners Philadelphia, PA

NICOLE A. CARKNER

Executive Director Quad City Health Initiative Davenport, IA

WILLIS CHANDLER

Vice President Health System Alliances CVS Health Cumberland, RI

THIERRY CHAUCHÉ

Executive Director, Business Planning & Analysis
Novartis Pharmaceuticals Corporation
East Hanover, NJ

CHRISTOPHER P. CHEN, MD

Associate; Hospitalist at UW McKinsey; University of Washington Medical Center Seattle, WA

EMILIE COUEIGNOUX CHEN

Senior Manager, Market Planning Seattle Genetics Bothell, WA

MARK CHIN

Investment Manager Arix Bioscience New York, NY

AMY CHIU

Manager, Strategy and Business Development Sutter Health San Francisco, CA

BRIAN CHOI, MD

Chief Medical Information Officer; Associate Professor of Medicine & Radiology George Washington University Washington, DC

RYAN COCHRAN

Corporate Strategy CarePoint Health System Jersey City, NJ

TERI CONDON

Vice President, Strategy and Business Development QuantiaMD, a Subsidiary of Physician's Interactive Waltham, MA

DEREK J. CONOVER, DMD

Dentist Noble Dental Conover, Leonard and Associates Philadelphia, PA

ANA CRESPO

Product Marketing Manager SI-BONE, Inc. San Jose, CA

LISA DAVID

President and CEO Public Health Solutions New York, NY

MORLI DESAI

Director of Strategy and Commercialization Medtronic (Division: Surgical Innovations Value Segment) Atlanta, GA

SALIL V. DESHPANDE, MD

Chief Medical Officer UnitedHealthcre Community Plan of Texas Sugar Land, TX

PITAMBER "PITOU" DEVGON, MD

President, Co-Founder Velano Vascular, Inc. Philadelphia, PA

SUJIT DIKE

Area Vice President, Strategic Account Management Johnson & Johnson Eagleville, PA

TANIA DIMITROVA

Director, Worldwide Business Development Pfizer Inc. New York, NY

BEN DORANZ, PHD

President and Chief Executive Officer Integral Molecular, Inc. Philadelphia, PA

MINA KHOSRAVI EGAN

Managing Director, Population Health Solutions The Advisory Board Company Washington, DC

RAMI ELGHANDOUR

President Nevro Corp. Redwood Shores, CA

MYRIAM EXUMÉ

US Marketing Leader, CV Franchise Merck North Wales, PA

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Director of Clinical Integration CarePoint Health Jersey City, NJ

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ERIC FLYCKT, MD

VP Informatics Jiff Inc. Mountain View, CA

would wiew, c

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Parsippany, NJ

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VIKAS GOYAL

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THOMAS ZIPP

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MBA Program in Health Care Management

CHRISTINE ALESZCZYK

Administrative Coordinator, MBA Program in Health Care Management

JANICE SINGLETON

Administrative Coordinator, MBA Program in Health Care Management



Faculty

The Program Faculty are drawn from the Wharton School, the School of Medicine, the School of Nursing, and the School of Arts and Sciences at the University of Pennsylvania and leading health institutions in Philadelphia. Additional support is provided by the Fellows and Associates of the Leonard Davis Institute of Health Economics.

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William Maul Measey Professor of Law and Health Sciences, University of Pennsylvania Law School; Professor of Health Care Management, The Wharton School

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Anheuser-Busch Professor Emeritus of Management Science; and Health Care Management, The Wharton School

JOHN KIMBERLY, PH.D.

Henry Bower Professor of Entrepreneurial Studies; Professor of Management, Health Care Management, and Sociology, The Wharton School

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John M. and Thomas L. Bendheim Professor; Professor, Health Care Management, Business Economics and Public Policy, The Wharton School; Professor, Economics, College of Arts and Sciences

WILLIAM P. PIERSKALLA, PH.D.

Professor Emeritus

DANIEL POLSKY, PH.D.

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DOUGLAS A. PRESENT, M.B.A.

Investor and Advisor; Lecturer, Health Care Management, The Wharton School

ARNOLD J. ROSOFF, J.D.

Professor Emeritus,

Legal Studies and Business Ethics; Lecturer, Health Care Management, The Wharton School

STEPHEN M. SAMMUT

Lecturer and Senior Fellow, Health Care Management, Lecturer, Entrepreneurial Programs, The Wharton School

CYNTHIA SCALZI, M.N., PH.D.

Professor Emeritus of Nursing and Health Care Management, The Wharton School

J. SANFORD SCHWARTZ, M.D.

Leon Hess Professor in Internal Medicine, Perelman School of Medicine at the University of Pennsylvania; Professor, Health Care Management, The Wharton School

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