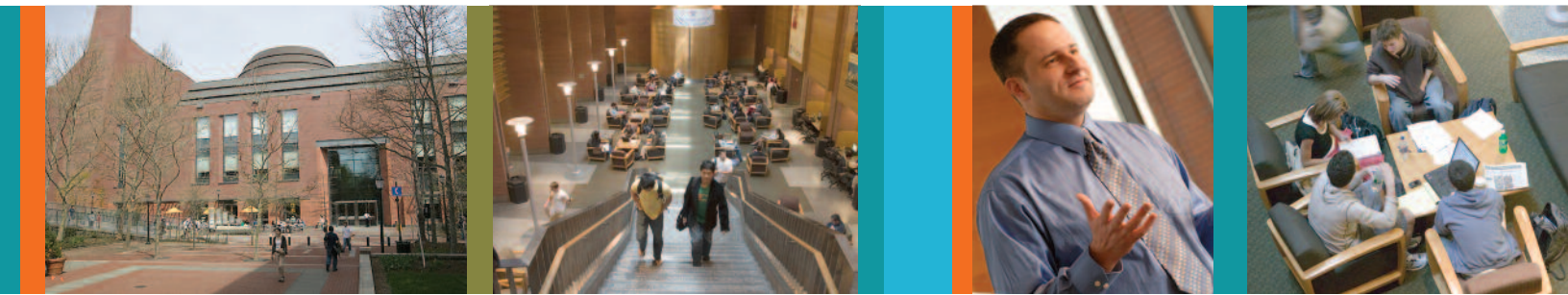


# Wharton



MBA Program in  
Health Care Management

2012  
RESUME  
BOOK

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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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The Wharton School  
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3641 Locust Walk  
Philadelphia, PA 19104-6218

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email: [aleszczc@wharton.upenn.edu](mailto:aleszczc@wharton.upenn.edu)

For information on the Wharton Health  
Care Management Alumni Association visit  
[www.whartonhealthcare.org](http://www.whartonhealthcare.org)

For detailed information on the Health Care  
Management Department educational programs visit  
<http://hcmg.wharton.upenn.edu/>

# 2012 Health Care Management



## MBA Graduates

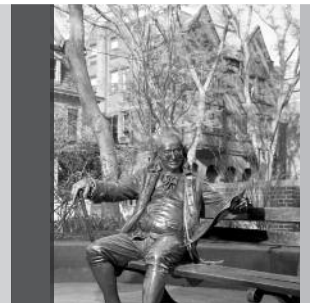
The University of Pennsylvania was founded by Benjamin Franklin in 1740. Although the University carries the name of the Commonwealth, it is not a state university but an independent, private, nonsectarian institution. As one of the country's earliest educational institutions, it has consistently initiated 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 1600 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 2012 Wharton Health Care Management Program graduates.

We encourage you to consider these individuals for employment.



# Program Description

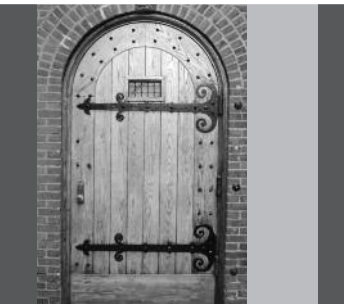
The Graduate Program in Health Care Management is a full-time two-year MBA curriculum offered by the Health Care Management Department of the Wharton School. The program, the principal educational effort at the Leonard Davis Institute of Health Economics, is designed to provide managerial and technical 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 health-related 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.

- Ethics and Responsibility
- Financial Accounting
- Managerial Accounting
- Statistical Analysis for Management
- Decision Models and Uncertainty
- Managerial Economics
- Marketing Management: Program Design
- Marketing Management: Strategy
- Operations Management: Quality and Productivity
- Operations Management: Supply Chain Management
- Management of People at Work
- Macroeconomics and the Global Economic Environment
- Corporate Finance
- Competitive Strategy
- Global Strategic Management
- Government and Legal Environment of Business
- Management Communication
- Foundations of Teamwork and Leadership

### 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

#### Electives

- Comparative Health Care Systems
- Financial Management of Health Care Organizations
- Managed Care, Market Structure, and Health Care Delivery
- Health Care Marketing
- Health Economics and Policy
- Legal Aspects of Health Care
- 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.





## Sebastian Aguilar

sebastian.aguilar.wg12@wharton.upenn.edu  
National Autonomous University of Mexico,  
Mexico City, Mexico  
B.I.E., Industrial Engineering, 2008

An opportunity in healthcare  
strategy consulting.

### A.T. Kearney, Mexico City

*Summer Consultant, Summer 2011*

Developed a Point of Sale strategy  
in Latin America for a top 10 pharma-  
ceutical company. Conducted industry  
research, market characterization  
and expert interviews. Managed  
work stream related to the financial  
assessment of the opportunity  
and evaluation of the Point of  
Sale strategy.

### Pfizer, Mexico City, Mexico

*Key Accounts Coordinator, 2009-2010*

Conducted in-depth assessment of  
institutional market (30% of total  
subsidiary revenue); developed strate-  
gies to increase market penetration  
through improved targeting and  
customer service. Conducted portfolio  
analysis of 20 products and 35 institu-  
tional clients to optimize promotional  
investment. Led 6-person team  
charged with developing Pfizer  
Mexico's 2010-2011 Customer  
Service Plan.

### Pfizer, Mexico City, Mexico

*Territory Management Analyst, 2007-2009*

Developed and executed a resource  
allocation project to determine  
optimal size and structure of sales  
force. Increased national market share  
by 3% through territory realignment,  
and by 11% among new reps by de-  
signing new training materials.



## Nicholas S. Anderson

nicholas.anderson.wg12@wharton.upenn.edu  
Macalester College, St. Paul, MN  
B.A., Economics and Spanish, 2004  
CFA Charterholder, 2008

An opportunity to combine my payor  
and business development experience  
within an entrepreneurial healthcare  
services team.

### Medco Health Solutions, Franklin Lakes, NJ

*Summer Associate, Summer 2011*

Performed due diligence and construc-  
ted detailed financial projection model  
to acquire oncology pharmacy with  
\$96M revenue. Communicated primary  
areas of risk and valuation sensitivity  
to diligence team. Developed market  
research and presentation to pitch  
senior executives on strategy to sell  
services through untapped hospital  
channel.

### Blue Cross Blue Shield of Minnesota, Eagan, MN

*Senior Financial Analyst, 2006-2010*

*Financial Analyst, 2005-2006*

Analyzed acquisition, divestiture and  
joint venture opportunities. Executed  
4 transactions ranging up to \$170M in  
enterprise value. Collaborated with  
CEO of \$10M revenue subsidiary to  
orchestrate aggressive financial  
turnaround that improved EBITDA by  
\$8M. Led a cross functional team to  
develop strategic proposal to manage  
Medicare business of 6 other health  
plans, securing \$50M incremental  
annual revenue.

### Jeffrey Slocum & Associates, Minneapolis, MN

*Investment Analyst, 2004-2005*

Designed and implemented propri-  
etary models to analyze investment  
managers and institutional client port-  
folios. Coordinated asset transfers and  
quarterly performance reporting for  
4 clients.



## Anne Marie Aponte

anne.aponte.wg12@wharton.upenn.edu  
Cornell University, Ithaca, NY  
B.S., Industrial & Labor Relations, 2006

An opportunity within an innovative  
healthcare organization working to  
lower costs and improve the quality  
of healthcare delivery.

### Accolade, Plymouth Meeting, PA

*Summer Associate, Product Development,  
Summer 2010*

Served as project manager for the  
development and implementation  
of new products designed to enhance  
the interaction between clients  
and their healthcare providers and  
facilitate better health outcomes.

### Bristol-Myers Squibb, Princeton, NJ

*Associate Territory Business Manager,  
2009-2010*

*Human Resources Generalist, 2008-2009*

*Human Resources Associate, 2006-2008*

Promoted the portfolio of cardiovascu-  
lar and metabolic products to a  
customer base of primary care practi-  
tioners. Served as the HR lead for the  
Managed Markets Sales organizational  
restructuring, resulting in greater spe-  
cialization among account executives  
and improved alignment with the  
company's product portfolio. Served  
as project manager of the U.S. Pharma-  
ceutical culture team and authored a  
decision role clarity model, which has  
been adopted companywide to in-  
crease accountability and speed the  
decision-making process. Designed  
and implemented an attrition model  
yielding \$25M in cost savings during  
2008. Developed and maintained  
relevant metrics to ensure adherence  
to attrition model assumptions and  
commitments.



## Anthony Balda

anthony.balda.wg12@wharton.upenn.edu  
Cornell University, Ithaca NY  
B.S., Magna Cum Laude,  
Applied Economics and Management  
with Marketing Concentration, 2004

A leadership opportunity in an entrepreneurial healthcare organization.

### Medtronic CardioVascular, Minneapolis, MN

*MBA Summer Associate – CoreValve  
Downstream Marketing, Summer 2011*

Led team to develop international launch plan for new CoreValve Transcatheter Aortic Valve implant. Helped management develop a new brand strategy focused on CoreValve portfolio while leveraging Medtronic's brand equity. Analyzed internal structures and recommended CRM software solution to manage key opinion leaders across multiple business units and countries.

### Medicomp, Inc., Melbourne, FL

*Vice President, Marketing and Strategic Development, 2008-2010*

Led initiatives for large partnership contracts, joint ventures and clinical trials. Negotiated exclusive contracts, including the largest Atrial Fibrillation clinical trial involving 3000 patients across 125 global centers. Researched and developed detailed plans for multiple new products including iPhone cardiac applications. Spearheaded commercialization of innovative new wireless cardiac telemetry device integrated with cellular technology.

### Medicomp, Inc., Melbourne, FL

*Director of Marketing, 2004-2008*

Management responsibility for marketing, PR, advertising, customer service and manufacturing. Achieved 20% year-on-year annual revenue growth. Executed 3 successful diagnostic ECG product launches. Developed innovative new marketing campaigns to combat decreasing insurance reimbursement.



## Jamil M. Beg

jamil.beg.wg12@wharton.upenn.edu  
University of Pennsylvania, Philadelphia, PA  
Masters in Biotechnology, 2005  
B.S.E., Bioengineering, 2004

An opportunity to apply my business and scientific expertise to challenging issues in the biopharma industry to grow a business while addressing serious unmet clinical needs.

### Genentech, South San Francisco, CA

*Business Development Intern, Summer 2011*

Managed the evaluation of ocular delivery technologies for marketed and development stage products. Led an R&D team to develop a research plan assessing the feasibility of an ocular delivery technology. Structured, negotiated, and closed a feasibility assessment agreement with an ocular delivery startup.

### NuPathe Inc., Conshohocken, PA

*Business Development and Commercial Operations Manager, 2009-2010 (60% of time)*

Created a launch plan for the company's lead product and built dynamic financial model for strategic planning, business development, and IPO underwriting.

### TetraLogic Pharmaceuticals, Inc., Malvern, PA

*Business Development Manager, 2009-2010 (40% of time)*

Created an R&D plan for a novel drug from discovery through clinical proof of concept including preclinical and clinical trial planning, financial forecasting, and commercial opportunity assessment.

### Quaker BioVentures, LLC, Philadelphia, PA

*Analyst, 2007-2009*

Contributed to 4 new and 8 follow-on investments representing ~\$470M of syndicate capital. Managed diligence, negotiations, and deal execution for seed to late stage investments across the life science industry.



## Deepshikha Charan

deepshikha.charan.wg12@wharton.upenn.edu  
University of Pennsylvania, Philadelphia, PA  
B.A., Summa Cum Laude, Biology, 2007  
Perelman School of Medicine at the University of Pennsylvania  
M.D. Candidate, 2012

To use my business and medical knowledge to improve delivery of care to underserved populations both domestically and abroad.

### McKinsey & Company, Chicago, IL

*Summer Associate, Summer 2011*

Worked with an academic medical center to understand the effects of healthcare reform on hospitals. Specifically, analyzed the consequences of Medicare wage reformulations, healthcare exchanges, and accountable care organizations on health systems. Created a long-term strategic plan to ensure financial and clinical success for the health system.

### University of Pennsylvania, Philadelphia, PA

*Research Assistant, 2011-present*

Analyzed the discharge planning process and studied the effect of novel patient education tools in reducing the rate of hospital readmissions. Patient literacy has been shown to have an effect on compliance with discharge instructions, which provides a lever to reduce readmissions in an environment where Medicare reimbursement for hospital readmissions will decrease.

### Homeless Health Initiative, Philadelphia, PA

*Student Co-Chair, 2007-2009*

Coordinated visits to a free pediatric clinic for homeless children. Implemented peer mentorship model to increase the number of children seen during each visit.



## Jigar Choksey

jigar.choksey.wg12@wharton.upenn.edu  
Northwestern University, Evanston, IL  
B.S., Magna Cum Laude, Biomedical  
Engineering and Economics, 2007

An opportunity to analyze, invest  
in and improve healthcare companies.

### Bank of America Merrill Lynch, San Francisco, CA

*Summer Associate, Investment Banking,  
Summer 2011*

Focused on healthcare coverage on the West coast, primarily including biopharmaceutical and medical devices companies. Advised financial sponsors and strategic companies on the potential buyout and acquisition, ~\$600M, of a medical devices. Provided a biopharma with asset acquisition recommendations based on a comprehensive overview of interested marketed and pipeline clinical assets in prostate cancer.

### Booz & Company, Chicago, IL

*Senior Consultant, 2009-2010  
Consultant, 2007-2009*

Collaborated with clients to complete cases in strategic planning, portfolio management, due diligences and capability building. Engagements primarily focused in healthcare across the entire value chain: payor, provider, biopharma and other services such as PBM and Health IT. Advised acquisition targets for life, disability and dental insurance company. Conducted due diligence for acquisition targets to expand client's business from \$200M to \$500M in annual premiums. Provided a U.S. and international growth strategy for hospital software vendor. Wrote a pharmaceutical and biotechnology R&D industry effectiveness study; study published in "In Vivo" magazine.



## R. Carter Clement

rutledge.clement.wg12@wharton.upenn.edu  
Princeton University, Princeton, NJ  
B.S.E., Structural Engineering &  
Architecture, 2004  
Perelman School of Medicine at the University  
of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to combine my clinical  
and business experiences to develop  
and implement novel approaches for  
the delivery of healthcare.

### Children's Hospital of Philadelphia, Philadelphia, PA

*Operations Consultant, 2010-2011*

Participated in a series of three internal-improvement initiatives while in medical and business school. Work was aimed at improving operational efficiency and financial impact of current systems for patient discharge, surgical case planning, and operating room setup. Involvement included leadership positions and extensive project management experience.

### Penn Biotech Group, Philadelphia, PA

*Intern/Consultant, 2008-2010*

Served as project manager for a team of 7 University of Pennsylvania graduate students on a consulting project for a major medical device company that involved identifying physician preferences and redesigning clinical supplies. Awarded prize for outstanding project of the semester. Worked on a second team for a major health insurance firm to develop a business case for a new product.

### BroadReach Healthcare, Cape Town, ZA

*Operations Consultant, 2006-2007*

Awarded Princeton-in-Africa fellowship to spend a year with this healthcare consulting firm's non-profit branch in South Africa. Worked on a capacity building engagement aimed at expanding HIV treatment at 9 South African public hospitals. Over the course of the year, moved into a project manager role to streamline processes and improve operational efficiency.



## Daniel Cuevas Rimoch

daniel.cuevas.rimoch.wg12@wharton.upenn.edu  
Universidad Iberoamericana, Mexico City  
Bachelor in Industrial Engineering, 2008

An opportunity in healthcare real estate  
where I can leverage my experience in  
real estate banking with my expertise  
in the pharmaceutical industry.

### A.T. Kearney, Mexico City

*Summer Associate, 2011*

Assessed Chief Purchasing Officer on optimal sourcing strategy for 30 key inputs purchased by bottling company, with analysis projecting over \$60M in annual savings. Investigated differences in purchasing practices across 9 countries for transnational client, recommending sole purchasing process which would avoid over \$8M in expenditure control.

### Evercore Partners, Mexico City

*Senior Analyst, 2009-2010*

Created financial models using net asset value, discounted cash flow and comparable public companies which were key to propose merger opportunities to developers in residential, retail, office, industrial and hotel segments. Developed master plan for \$120M tourism-residential project in Baja California. Prepared presentation to target new institutional investors and determined optimal urbanization and edification rate that matched industry's market demand.

### Laboratorios Liomont, Mexico City

*Project Manager, 2007-2008*

Selected by senior management to lead troubled overhaul project. Re-organized project's Gantt chart to reduce production line stoppage from three to two months and developed contingency plan to produce +1,000,000 units of out-of-stock product during stoppage. Additionally, coordinated Quality Control and Operations Departments in implementation of FDA required technology.





## Cody N. Dashiell-Earp

**cody.dashiell-earp.wg12@wharton.upenn.edu**  
Yale University, New Haven, CT  
B.A., Magna Cum Laude, Anthropology, 2006  
Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to improve primary care delivery using my clinical and business training.

**HopeLab, Redwood City, CA**  
*Marketing and Research Intern, Summer 2011*

Performed comprehensive marketing data analysis for Re-Mission, a videogame for children with cancer. Created communications plan for targeting healthcare providers. Formulated strategy for future product development in the pediatric oncology space.

**PolicyLab, Children's Hospital of Philadelphia, Philadelphia, PA**  
*Graduate Policy Fellow, 2010-2011*

Conducted a national survey of sustainable evidence-based mental healthcare programs for children for the Mental Health Department of the City of Philadelphia.

**Siempre Unidos, San Pedro Sula, Honduras**  
*Resources and Development Director 2006-2007*

Facilitated communication between the senior management at three HIV clinics in Honduras and the U.S.-based development team. Oversaw expansion of the only HIV treatment center on the island of Roatan, and redesigned website to increase fundraising capabilities and enhance organizational brand.



## Peter B. Derman

**peter.derman.wg12@wharton.upenn.edu**  
Stanford University, Stanford, CA  
B.S., Honors, Biology, 2007  
Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to use my medical and business expertise to develop innovative clinical environments and medical technologies.

**Hospital of the University of Pennsylvania, Department of Orthopaedic Surgery, Philadelphia, PA**  
*Research Associate, 2010-present*

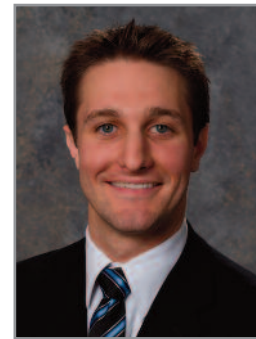
Authored over 10 scholarly articles on topics including medical devices, medical education and health economics. Awarded Leonard Davis Institute's Health Policy Research Prize for economic analysis of reductions in physician reimbursement on system-wide healthcare expenditures.

**McKinsey & Company, Dallas, TX**  
*Summer Associate, Summer 2011*

Implemented a nationwide sales force reorganization for a major pharmaceutical wholesaler with projected savings exceeding \$14M annually. Segmented accounts, re-designed territories, drafted job descriptions, performed financial analysis and coordinated across interrelated work streams to manage organizational change.

**Ben Franklin Technology Partners, Philadelphia, PA**  
*Intern, Life Sciences Investment Group, Summer 2008*

Conducted due diligence on prospective investments of up to \$500,000. Evaluated scientific feasibility and competitive, regulatory and patent environment. Supervised portfolio companies by interacting directly with management and overseeing company board meetings.



## Kyle P. Dow

**kyle.dow.wg12@wharton.upenn.edu**  
Rensselaer Polytechnic Institute, Troy, NY  
B.S., Summa Cum Laude, Biomedical Engineering, 2007

An opportunity to apply my interests in business and medical technology to the life science/medical device industry.

**5AM Ventures, Waltham, MA**

*Summer Intern, Summer 2011-Present*  
Assisted biotech portfolio company, Fourteen22, with corporate strategy and business development. Evaluated emerging market (EM) healthcare systems and sales potential to rank order EM opportunities for biologics. Developed valuation models of emerging and developed markets to advise on the terms of Fourteen22's strategic partnership negotiations. Identified \$2M-\$20M of additional earnings on a manufacturing deal leading to deal restructuring. Measured market and financial impact of various clinical go-to-market strategies.

**Siemens Healthcare Diagnostics, Norwood, MA**

*Systems Engineer II, 2009-2010*  
*Systems Engineer I, 2007-2009*  
Led the development of prototype software used for diagnostic instrument operation. Managed teams for technological expansion. Created software programs for operating sophisticated engineering prototypes and became resident expert in motion control. Led multidisciplinary teams on product troubleshooting and problem solving. Developed programs to increase employee time efficiency with experimental and data analysis.



## Brandon D. Einstein

[brandon.einstein.wg12@wharton.upenn.edu](mailto:brandon.einstein.wg12@wharton.upenn.edu)  
Yale University, New Haven, CT  
B.A., Molecular, Cellular, and Developmental  
Biology: Neurobiology Track, 2007  
Perelman School of Medicine at the  
University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to integrate my  
clinical and business expertise to  
provide strategic leadership in the  
healthcare industry.

**Goldman Sachs & Co., New York, NY**  
*Summer Associate, Healthcare Group,  
Summer 2011*

Performed valuation and M&A analysis  
and prepared company-specific  
presentations detailing strategic  
acquisitions, initial public offerings  
and high-yield debt financings for  
biotechnology, specialty pharmaceuti-  
cal and healthcare service companies.

**Sheridan Healthcare, Inc., Sunrise, FL**  
*Summer Associate, Summer 2008*

Performed pro forma analysis of newly  
sourced radiology practices to estimate  
future margins, volume and payer  
mix. Analyzed return potential for  
physician practice. acquisitions.

**RootSuit, LLC, Philadelphia, PA**  
*Co-Founder, 2007-2011*

Launched online retail company.  
Employed detailed metrics to direct  
advertising to grow revenues to  
\$200,000 annually.

**Medical Student Web, LLC,  
Philadelphia, PA**  
*Co-Founder, 2007-2008*

Established royalty-based company to  
grant access to high quality medical  
school application materials. Licensed  
content from students and wrote  
contract for royalty provisions.

**Students for Organ Donation,  
New Haven, CT**

*National President, 2003-2007*

Created international network for  
organ donation awareness; registered  
10,000+ new donors; recruited and  
managed 110 university chapters.



## Brenton B. Fagnoli

[brenton.fagnoli.wg12@wharton.upenn.edu](mailto:brenton.fagnoli.wg12@wharton.upenn.edu)  
University of Pennsylvania, Philadelphia, PA  
B.A., Summa Cum Laude,  
Benjamin Franklin Scholar, University Scholar,  
Biological Basis of Behavior, 2007  
Perelman School of Medicine at the  
University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to use my medical and  
business expertise to develop healthcare  
innovations.

**J.P. Morgan, New York, NY**  
*Summer Associate, Healthcare Investment  
Banking, Summer 2011*

Worked across healthcare verticals  
including biotech, pharma, medical  
devices, and healthcare services.  
Developed buy-side transaction  
experience, reviewed strategic  
alternatives for defense against activist  
hedge funds, performed valuation  
analyses, presented potential M&A  
opportunities to clients' executive  
teams.

**Blue Cross & Blue Shield of Rhode Island,  
Providence, RI**

*Summer Intern, Health Management  
and Integration, Summer 2008*

Led team in designing Medical Home  
Pilot, which was expanded statewide,  
to incentivize patient outcomes  
and the use of health IT, physician  
extenders, and generic drugs. Concep-  
tualized and built predictive model  
for diabetes disease management  
and presented model nationally.

**Penn Center for Molecular Studies  
in Digestive and Liver Diseases,  
Philadelphia, PA**

*NIH Student Scholar, 2005-2007*

Performed basic science research  
on cancer signaling pathways by  
formulating hypotheses, designing  
and conducting laboratory experi-  
ments, and analyzing data. Published  
cancer research findings in peer-  
reviewed journal and presented  
findings at national conferences.



## Sarah S. Fennell

[sarah.fennell.wg12@wharton.upenn.edu](mailto:sarah.fennell.wg12@wharton.upenn.edu)  
Duke University, Durham, NC  
B.A., Cum Laude, Psychology, 2007

An opportunity to use my business  
experience to improve healthcare  
services and delivery.

**The University of Virginia Medical  
Center, Charlottesville, VA**

*Administrative Resident and CEO Intern,  
Summer 2011*

Led financial and strategic analysis  
of current capacity constraints and  
potential patient volumes in order to  
assess feasibility of new dialysis clinic  
in neighboring community. Executed  
Business Plan and Pro Forma to be  
used in construction and operation of  
dialysis clinic. Developed "Department  
Sharing Program" designed to encour-  
age clinical departments to improve  
financial and quality performance  
in accordance with new Value Based  
Purchasing Health Care Reform rule.

**The Advisory Board Company,  
Washington, DC**

*Associate Director of Business Development,  
2007-2010*

Developed strategic relationships with  
senior health executives at hospitals  
and health systems in over 20 states  
to identify the membership portfolio  
that best addressed organizational  
priorities leading to new investments  
in Advisory Board programs. Led  
clinical team in sales and reached  
160% of goal in first half of 2009.  
Launched membership for post-acute  
care organizations, expanding business  
into new market in anticipation of  
readmission reduction initiatives  
included in Health Care Reform Bill.  
Innovated sales model to foster client  
trust and lower cycle time by focusing  
on preparation. Presented strategies  
for restructured model to leadership  
team, fellow Directors, and new hires  
on a quarterly basis.



## Aaron N. Flink

aaron.flink.wg12@wharton.upenn.edu  
Williams College, Williamstown, MA  
B.A., Economics and Psychology, 2003

An opportunity in strategy or business development focused on the health services industry.

### McKesson, San Francisco, CA

*Intern, Corporate Strategy and Business Development, Summer 2011*

Conducted primary and secondary research to identify opportunities for short- and long-term growth within primary care. Presented recommendations to senior executive team, outlining a roadmap to capture long-term opportunities without sacrificing short-term opportunities.

### The Advisory Board Company, Washington, DC

*Director, 2008-2010*  
*Associate Director, 2005-2008*  
*Associate, 2005*

Developed strategic relationships with senior executives at over 40 hospitals and health systems, including Yale-New Haven, University of Chicago Medical Center, Northwestern Memorial, Brigham and Women's and Advocate Healthcare. Leveraged those relationships to identify areas of need for health systems, proposed Advisory Board solutions and negotiated over \$4M in new firm revenue. Additionally, launched new revenue cycle technology initiative, integrating new technology acquisition with enhanced consulting services, establishing new presence for the Advisory Board in the patient access terrain. Across tenure, recruited, trained and managed eight Associates, taking responsibility for their career development, with seven of eight receiving promotions within first year of Advisory Board tenure.



## David N. Flynn

david.flynn.wg12@wharton.upenn.edu  
University of Wisconsin, Madison, WI  
B.S., With Honors, Phi Beta Kappa, Molecular Biology, 2005  
Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to use my clinical, business, and research training to improve healthcare quality and delivery.

### Accolade Inc., Plymouth Meeting, PA

*Summer Associate, Summer 2011*

Worked closely with CMO and Chief Actuary to analyze insurance claims information and calculate low back pain-related healthcare expenses for large employee population. Audited recordings of telephone calls between clients and Accolade Clinical Health Assistants, identifying best practices and opportunities for improvement. Presented results and recommendations to executive team.

### Mayo Clinic, Rochester, MN

*Systematic Review Coordinator, 2006-2007*

Coordinated international study of clinical trial methodology involving 50+ expert clinicians and more than 1,000 published clinical trials. Oversaw all stages of study process for systematic reviews and meta-analyses of clinical topics in multiple disciplines. Results published in high-impact medical journals, including JAMA and Mayo Clinic Proceedings.

### Pasteur Institute, Paris, France

*Fulbright Fellow, 2005-2006*

Conducted molecular virology experiments identifying novel interactions between human host cell proteins and pathogenic proteins from multiple viruses. Assisted with experiment design, data acquisition and analysis, and manuscript preparation. Results published in PLoS Pathogens.



## Adrian M. Gale

adrian.gale.wg12@wharton.upenn.edu  
Vanderbilt University, Nashville, TN  
B.E., Honors, Mechanical Engineering and Mathematics, 2004  
Stanford University, Palo Alto, CA  
M.S., Mechanical Engineering, 2006

An opportunity to grow and manage an entrepreneurial medical device company.

### Abbott Labs, Santa Ana, CA

*Strategic Marketing Intern, Medical Optics Division, Summer 2011*

Created global launch plan for best-in-class e-commerce platform. Persuaded management of budgeting and strategy to maximize competitive advantage and increase adoption. Also developed strategy for introduction of a mid-tier intraocular lens. Recommended European launch predicted to generate additional NPV of \$25M.

### Medtronic Inc., Santa Rosa, CA

*Market Development Analyst, Vascular Division, 2008-2010*

Developed global market models, segmentations, and country prioritizations for marketing team and corporate strategic plans. Created and launched novel field marketing tool for 125 person sales forces in U.S. and Europe that identified high potential regions; tool nominated for Medtronic "Marketing Excellence Award."

### R&D Engineer

*2006-2008*

Managed teams of engineers as Technical Lead for two stent graft product development projects. Led FDA interactive technical reviews and received Medtronic "Star of Excellence" award for exceptional involvement with 60-day PMA approvals.



## Evan Gibson

evan.gibson.wg12@wharton.upenn.edu  
Yale University, New Haven, CT  
B.A., Economics, 2004  
University of Pennsylvania, School of Engineering and Applied Sciences, Philadelphia, PA  
M.B. Candidate, Biotechnology, 2012

A strategic marketing or business development opportunity at a biopharmaceutical or diagnostic company.

### **Abbott Laboratories, Abbott Park, IL**

*MBA Intern, Immunology, Summer 2011*

Collaborated with Senior Managers of a specialized sales force to develop strategies and tactics for hospital accounts. Assessed recent developments in the Section 340B Drug Pricing Program and developed recommendations for maintaining the long-term success of the immunology franchise. Worked closely with sales representatives and consultants to create an account segmentation tool to standardize key tactics for different types of hospitals.

### **JMP Securities, San Francisco, CA**

*Senior Associate, 2007-2010*

*Analyst, 2004-2007*

Helped build the Life Sciences Investment Banking Group while completing 35 financings totaling \$2B in gross proceeds and 3 M&A transactions representing over \$260M in value. Managed cross-functional teams that included C-level management, lawyers, accountants, and JMP personnel to execute financing transactions. Spearheaded clinical, regulatory, and financial due diligence for numerous clients and prospective clients. Developed strategic and financing recommendations and presented to client management teams and directors.



## Kyle G. Gilbride

kyle.gilbride.wg12@wharton.upenn.edu  
Dartmouth College, Hanover, NH  
A.B., Magna Cum Laude, History, 2005

An opportunity to operate and invest in innovative healthcare companies.

### **Medtronic, Minneapolis, MN**

*Summer Leadership Development Marketing Associate, Summer 2011*

Evaluated next-generation cardiac device data analytics portfolio to improve customers' clinical and economic outcomes. Identified key product attributes and developmental considerations through customer interviews and competitive research. Assessed organizational capabilities to successfully launch and monetize suite of data solutions. Led cross-functional team in creating new data reporting tool for injectable cardiac monitoring device.

### **Ferrer Freeman & Company, Greenwich, CT**

*Associate, 2008-2010*

Analyzed private equity investment opportunities for a \$900M healthcare-focused fund. Provided strategic guidance to 3 portfolio companies as a Board observer. Partnered with senior management to execute portfolio companies' strategic plans, improve operations, and identify acquisition targets. Designed pricing model for pharmaceutical marketing provider, improving profit margins and business development initiatives.

### **Thomas Weisel Partners, New York, NY**

*Analyst, 2005-2008*

Provided corporate finance and strategic advisory services to growth-stage healthcare companies. Managed marketing of Obagi Medical Products' \$145M common stock offering. Evaluated 15 acquisition targets for Noven Pharmaceuticals, resulting in \$125M acquisition of JDS Pharmaceuticals. Created fairness opinion for FoxHollow Technologies' \$780M merger with ev3.



## R. Scott Glass

ronald.glass.wg12@wharton.upenn.edu  
Wake Forest University, Winston-Salem, NC  
B.S., Cum Laude, Analytical Finance, 2005

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

### **Solstas Lab Partners, Greensboro, NC**

*Intern, Welsh Carson Portfolio Company, Summer 2011*

Managed due diligence and developed integration plans for four add-on acquisitions in the clinical lab sector. Facilitated lender communication and diligence process for debt refinancing to support acquisitions.

### **Tailwind Capital Partners, New York, NY**

*Associate, 2008-2010*

Evaluated healthcare and business services investments for the firm's \$775M inaugural fund. Led top-down industry analysis, formed investment thesis, fostered new relationships with intermediaries and executives to identify new investment opportunities. Worked closely with portfolio companies to manage capital requirements and execute their strategic growth plans.

### **American Capital, Washington, DC**

*Associate, 2007-2008*

Reviewed buyout investment opportunities across the firm's core focus sectors including outsourced business services, logistics and healthcare services. Developed investment thesis and managed diligence processes to facilitate transaction closings.

### **Wachovia Securities, Charlotte, NC**

*Investment Banking Analyst, 2005-2007*

Worked across the healthcare, technology and business services industries to structure equity and mezzanine private placements for growth-stage companies. Developed core analytical and financial skills and presented analyses to clients' executive teams.





## Gautam K. Gupta

gautam.gupta.wg12@wharton.upenn.edu  
University of Chicago, Chicago, IL  
B.S., With Honors, Mathematics, 2005

An opportunity to grow successful software businesses as an active private equity investor and operator.

### **ION Capital Management, London, UK** *Summer Intern, Summer 2011*

Led due diligence and produced investment analyses on three London-based financial technology companies. Worked with management team to develop pricing strategy for software products.

### **Vista Equity Partners, San Francisco, CA and Chicago, IL** *Associate, 2008-2010*

Helped build a new office in Chicago as its first associate. Evaluated over 40 software companies around the world, both as new platform investments and as add-ons. Led teams of analysts and associates to complete detailed quantitative and qualitative analyses on all potential targets. Performed detailed financial, business, market, competitive and customer due diligence through calls with management teams, industry experts, consultants and customers to complete buy-side transactions. Managed a team of potential lenders, lawyers, and accountants while negotiating NDAs, financing terms, and SPAs on buy-side transactions and on sale processes. Implemented best practices at various individual portfolio companies and standardized successful processes at companies across the portfolio.

### **Merrill Lynch, Palo Alto, CA** *M&A Analyst, 2006-2008*

### **Dresdner Kleinwort Wasserstein, New York, NY** *Investment Banking Analyst, 2005-2006*



## Daniel S. Haimovic

daniel.haimovic.wg12@wharton.upenn.edu  
Harvard College, Cambridge MA  
A.B., Biology, 2005

An opportunity to expand a growing business into new markets in the U.S. or abroad.

### **Medtronic – Ventor Technologies, Netanya, Israel**

*Summer Associate, Summer 2011*

Created a business plan for Medtronic to develop an Israeli Innovation Center.

### **Alexandria Real Estate Equities, Inc., New York, NY**

*Senior Director Life Sciences & New Markets,  
January 2008-June 2010*

Led East Coast and European business development strategy for specialty REIT that develops R&D space for the life science industry.

### **DiscoveryOrtho Partners, New York, NY** *Associate,*

*September 2006 – December 2007*

Launched DiscoveryOrtho with two partners as spin-out of Hospital for Special Surgery Ventures to act as an investor and strategic consultant to early-stage orthopedic, spine and consumer healthcare companies.

### **Hospital for Special Surgery, New York, NY**

*Research Assistant, Laboratory for  
Biomechanics and Biomaterials,  
Sept 2005-August 2006*

Evaluated and analyzed orthopedic implants extracted from patients for problems that led to removal.



## David A. Hecht

david.hecht.wg12@wharton.upenn.edu  
Princeton University, Princeton, NJ  
A.B., Politics, 2004

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

### **EDG Partners, Washington, DC** *Summer Associate, Summer 2011*

Evaluated investment opportunities including the acquisition of a diabetes services provider in bankruptcy, a durable medical equipment distributor, and a pharmacovigilance company. Led commercial due diligence, developed detailed business plans, created operating models and crafted investment theses.

### **JER Partners, Washington, DC** *Associate, 2008-2010*

Underwrote acquisitions and performed extensive due diligence on healthcare services businesses in the post-acute care space including skilled-nursing, hospice and rehabilitation therapy. Directed key business initiatives including restructuring \$1.7B in debt, overseeing \$100M capital expenditure program, refining business plans, leading follow-on acquisitions and managing sale processes.

### **Oliver Wyman, New York, NY** *Consultant, 2004-2007*

Top-tier consultant with strong project management and analytical thinking skills. Selected projects include: launching a Shariah-compliant bank in Doha, Qatar; building credit risk rating models for a major U.S. banking institution.





## Maggie A. Hill

margaret.hill.wg12@wharton.upenn.edu  
Oklahoma State University, Stillwater, OK  
B.S., Summa Cum Laude, Honors College  
Degree, Advertising and Marketing, 2005

An opportunity to leverage my operational experience to provide strategic leadership in the healthcare industry.

**Aegerion Pharmaceuticals, Boston, MA**  
*Global Marketing Consultant,*  
*Fall 2011-Spring 2012*

*Corporate Strategy Intern, Summer 2011*  
Conducted global commercial launch analysis to identify necessary modifications to launch timeline and cash flow forecast. Developed NDA and MAA materials to enable successful pre-submission interactions. Aligned long-term incentive program with 2-year hiring plan. Assisted with 10-K preparation and investor calls to facilitate successful follow-on equity offering.

**Alcon Laboratories, Tulsa, OK**  
*Ophthalmic Sales Representative, 2008-2010*  
Managed \$3M in annual territory sales volume. Grew market share through Key Opinion Leader development, resulting in 48% increase in sales for a single product. Partnered with Marketing Department as member of Advisory Board to improve marketing materials. Named 2009 President's Club winner for achieving top 10% sales goal attainment.

**Merck & Co., Tulsa, OK**  
*Professional Sales Representative,*  
*2006-2008*

Evaluated and trained peers on best practice principles as Certified Representative Trainer. Leveraged managed care advantages to educate physicians on potential co-pay savings, stimulating increase in prescriptions for patients covered by targeted payers.



## Elizabeth K. Jetton

elizabeth.jetton.wg12@wharton.upenn.edu  
University of Virginia, McIntire School  
of Commerce, Charlottesville, VA  
B.S. with Distinction, Beta Gamma Sigma,  
Commerce with Finance and Management  
concentrations, 2006

Manage business development and marketing for growth-equity backed healthcare technology and services company.

**Vivere Health, LLC, Franklin, TN**  
*Marketing Consultant, Summer 2011*

Managed business development, marketing, and public relations strategy for early-stage fertility surgery center and lab service provider. Efforts generated a 30% increase in new website visits over 3 months.

**Ag Mednet, INC, Boston, MA**  
*Vice President, Market Development, 2010*  
*Senior Director, Market Development,*  
*2007-2009*

Led business development for healthcare technology start-up providing electronic transport of diagnostic images in clinical trials with clients including top 10 pharmaceutical companies. Spearheaded product launch to achieve 4 quarters of consecutive 100% revenue growth and implemented flat-line pricing model to double cash flow in year one of average deal. Developed marketing programs, including the education of sales channel Contract Research Organizations accounting for ~40% of leads. Managed Project Managers to build robust training program and drive user adoption with 5,000 users in more than 30 countries.

**The Boston Consulting Group, Atlanta, GA**

*Associate Consultant, 2006-2007*  
Generated earnings improvement plan for multi-national medical device company and managed execution of \$150M savings target across 16 initiatives.



## Ian A. Joseph

ian.joseph.wg12@wharton.upenn.edu  
Tufts University, Somerville, MA  
B.S., Psychology, 2005

An opportunity to collaborate on strategic projects across healthcare sectors and functions.

**McKinsey & Company, Florham Park, NJ**  
*Summer Associate, Summer 2010*

Created a series of models, investigations and interviews to optimize the supply base of a healthcare services company. Investigated potential vertical integration opportunities both domestically and abroad.

**United BioSource Corporation, Boston, MA and London, UK**

*Senior Research Associate, 2008-2010*  
Designed health economic models that formed the foundation of successful drug submissions to regulatory agencies in England, Norway and Canada; expanded coverage to more than 90M new patients. Managed research staff of 6 analysts and provided training in modeling techniques, including Markov and discrete event simulation, and regulatory submission strategy; promoted open, two-way feedback to encourage US/UK collaboration.



## Brandon P. Katz

[brandon.katz.wg12@wharton.upenn.edu](mailto:brandon.katz.wg12@wharton.upenn.edu)  
University of California San Diego, La Jolla, CA  
B.S., Honors with Distinction, Management  
Science, B.S., Bioengineering, 2006  
M.S., Bioengineering, 2007

A strategic leadership or business development opportunity in the healthcare industry.

### **McKinsey & Company, Palo Alto, CA** *Summer Associate, Summer 2011*

Led client teams through strategic cost reduction analysis and execution for a large hospital system. Implemented supply chain rationalization processes and streamlined sourcing.

### **A&D Medical, San Jose, CA** *Product Manager, 2008-2010*

Created and implemented multinational marketing strategy for a consumer and B2B medical electronics manufacturer. Developed new business leads, executed marketing campaigns, and sourced innovative products to support company goals. Managed operational budgeting, product line sales targets, and margin control for brands with \$18M in annual sales and 22% average growth.

### **Abbott Vascular, Santa Clara, CA** *Associate Research Scientist, 2007-2008*

Designed and developed techniques leading to patent applications for vascular therapy products and processes. Led preclinical research investigations in vascular cell therapy and biomaterials.



## Elizabeth B. Kiernan

[elizabeth.kiernan.wg12@wharton.upenn.edu](mailto:elizabeth.kiernan.wg12@wharton.upenn.edu)  
Cornell University, Ithaca, NY  
B.A., History and Economics, 2005

An opportunity to work with an entrepreneurial team in the healthcare services industry.

### **Castlight Health, San Francisco, CA** *Product Marketing Associate, Summer 2011*

Designed and executed research project focused on identifying how consumers make healthcare decisions. Incorporated external research and primary customer research into actionable marketing and product recommendations. Proactively sought out numerous additional products to support business development and sales teams.

### **Oliver Wyman, San Francisco, CA** *Associate, 2008-2010*

*Consultant, 2005-2008*

Worked with a variety of clients across the Health and Life Sciences industry to help grow businesses and implement operational improvements. Executed projects, built senior client level relationships and managed junior talent. Led entrepreneurial practice initiatives focused on intellectual capital sharing, culture building, and external recruiting.



## Michael L. Kijewski

[michael.kijewski.wg12@wharton.upenn.edu](mailto:michael.kijewski.wg12@wharton.upenn.edu)  
West Chester University of Pennsylvania,  
West Chester, PA  
B.S.Ed, Physics, 2004  
University of Pennsylvania, Philadelphia, PA  
M.M.P., Medical Physics, 2010

An opportunity to build new healthcare technology companies through entrepreneurship and venture investment.

### **Gamma Basics, Wayne, PA** *Founder, 2009-Present*

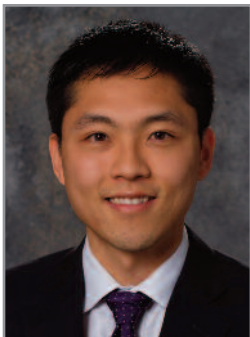
Developed a novel medical radiation shielding design and analysis tool called grayCAD that helps hospitals assess their radiation safety compliance in radiation oncology, nuclear medicine, and diagnostic imaging applications. Raised \$120K angel round from the founders of Bentley Systems. Sold first enterprise license to a major U.S.-based radiation oncology equipment manufacturer. Recipient of 2011 Wharton Venture award, 2010 Wharton Snider Seed award.

### **Veritas Medical Solutions, Malvern, PA** *Physicist, Founding Team Member, 2008-2010*

Founding team member of Veritas, an oncologic radiation shielding manufacturer and installer. Developed product R&D protocol, helping to create the world's most effective high-density concrete radiation shielding product. Developed rapid quotation physics workflow, allowing our six-member team to bid on over \$70M of projects in six months, securing over \$10M of contracts in our first nine months. Designed radiation shielding for over fifty oncology facilities in ten countries.

### **Atomic International, Frederick, PA** *Physicist, 2007-2008*

Developed computerized physics calculation system, allowing rapid scaling of quotation abilities. Provided physics support to customers in six countries, significantly increasing customer retention. Completed rigorous product testing using Los Alamos National Laboratory's LANSCE neutron beam.



## Jin Suk Calvin Kim

jin.kim.wg12@wharton.upenn.edu  
Massachusetts Institute of Technology,  
Cambridge, MA  
B.S., Materials Science Engineering, B.S.,  
Economics, 2006  
Perelman School of Medicine at the  
University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to utilize my medical  
and business backgrounds to improve  
healthcare.

### **Boston Consulting Group, Boston, MA** *Consultant, Summer 2011*

Worked with senior management at  
a large pharma company to formulate  
strategies for academic and private  
alliances. Advised client on R&D strat-  
egy recommendations for partnerships  
with over 10 universities, hospitals and  
research institutes.

### **International Clinical Epidemiology Network, New Delhi, India**

*Analyst, Summer 2008*

Assisted in the validation of a simpli-  
fied India-adapted diagnostic tool for  
autism spectrum disorders in children,  
which is initially being utilized in over  
40,000 children and will be applied  
to other developing world countries.  
Designed a ~\$10M budget for an  
India-wide study relating to childhood  
malnutrition for the WHO and USAID.

### **Goldman, Sachs & Co., New York, NY**

*Analyst, 2006-2007, Summer 2005,  
Summer 2004*

Created detailed pitch and execution  
books including M&A, Debt and Equity  
Financing, LBO and, DCF, and merger  
scenarios modeling for the following  
selected transactions: IPO of LeMaitre  
Vascular and athenahealth (\$113M),  
Spin-off and formation of Hill-Rom/  
Hillbrand, convertible debt for  
ViroPharma (\$250M), debt for  
WellPoint (\$1.5B) .



## Stephen Y. Kim

stephen.kim.wg12@wharton.upenn.edu  
University of California, Los Angeles, CA  
B.A., Economics, 2004

An opportunity in impact investing  
within the healthcare industry.

### **Goldman Sachs & Co., New York, NY** *Summer Associate, Summer 2011*

Provided M&A advisory, anti-raid  
strategy, capital allocations analysis,  
debt-financing and other investment  
banking services to healthcare  
companies in the U.S. and China.

### **TechnoServe, Nairobi, Kenya**

*Volunteer Consultant, Summer 2010*

Conducted a detailed value-chain  
analysis. Negotiated with multi-  
national input providers on product  
offerings and work with government  
organization on logistics issues in  
order to help double the income of  
farmers across Kenya and Uganda.

### **Kaiser Foundation Health Plans, Pasadena, CA**

*Financial Project Manager, 2004, 2009-2010*

Provided inpatient DRG analysis  
revealing ~\$90M in annual savings.  
Developed new detailed financial  
reforecast model that monitors  
\$14B in expense activities. Led  
quarterly update presentations  
with Regional CFO.

### **L.E.K. Consulting, Los Angeles and San Francisco, CA**

*Senior Associate Consultant, 2005-2009*

Led teams of 4-5 through various  
research and analysis to validate  
investment thesis for PE firms.  
Advised senior management of major  
health plan on Medicare strategies.  
Developed turn-around strategy for  
large PBM. Benchmarked operational  
best practices for large MCO. Devel-  
oped PMI strategy for large health-  
services company that acquired a  
major regional player.



## Yi-An Ko

yi-an.ko.wg12@wharton.upenn.edu  
Harvard College, Cambridge, MA  
A.B., Biology, 2007  
Harvard Kennedy School of Government,  
Cambridge, MA  
M.P.A. Candidate, 2013

An opportunity to apply my business  
and policy expertise to provide strategic  
leadership in the healthcare industry.

### **Trinity Health, Novi, MI**

*Strategic Planning Intern, Summer 2011*

Designed a survey and analyzed  
services offered across 40 hospitals in  
9 states to develop a national strategy  
for a geriatric service line. Developed a  
business plan to build an institute that  
aggregates and evaluates healthcare  
leadership and training programs.

### **amfAR, Washington, DC**

*Special Assistant to Dr. Susan Blumenthal,  
former U.S. Assistant Surgeon General,  
2008-2010*

Managed projects related to HIV/AIDS,  
national health policy and reform, and  
other emerging health concerns. Led  
team of 28 to organize & execute a  
Capitol Hill Conference that included  
34 senior government leaders and  
health experts. Organized 4 Congres-  
sional Briefings and conducted policy  
research and analysis to develop 8  
policy briefs. Co-authored 17 articles  
in The Washington Times, Newsweek  
Online, and The Huffington Post.

### **Meridian International Center, Washington, DC**

*Program Manager, 2008-2010*

Developed strategy for building a  
global health program, launched  
initiative and contributed to funding  
proposal that resulted in \$95,000 for  
the program.



## Marcus J. Lanznar

marcus.lanznar.wg12@wharton.upenn.edu  
Vanderbilt University, Nashville, TN  
B.S., Magna Cum Laude, Neuroscience, 2005

An opportunity to leverage my strategic consulting and business development experience.

### Roche, Nutley, NJ

*Business Development MBA Summer Associate, Summer 2011*

Conducted due diligence for one in-licensing opportunity and two acquisition opportunities, including one potential white space acquisition. Performed analysis of market potential and risks, evaluation of potential deal structures, development of forecast models, identification of pricing strategies, discussions with key opinion leaders, projection of future development and marketing costs, and identification of potential synergies within Roche. Redesigned and optimized a valuation model used in the evaluation of potential licensing deals.

### IMS Health Consulting, New York, NY

*Senior Consultant 2009-2010  
Consultant 2007-2009  
Analyst 2006-2007*

Managed client relationships and directed junior staff to complete 10 projects totaling over \$4M in revenue for top pharmaceutical companies. Facilitated business development activities in 2009 for over \$4.1M in project work; \$2.5M in revenues sold. Led projects focused on developing pricing, reimbursement, commercialization and launch strategies as well as developing scenario-dependent revenue forecast models and emerging market strategies. Created IMS Health's New York community service program; led six service projects engaging over 250 volunteers.



## Jennifer M. Lee

jennifer.lee.wg12@wharton.upenn.edu  
University of California, Berkeley, CA  
B.A., Economics, 2005  
B.S., Business Administration, 2005

An opportunity to leverage my consulting and industry experience to provide strategic leadership at a healthcare services organization.

### Becton Dickinson, Franklin Lakes, NJ

*Strategic Marketing Intern, Summer 2011*

Analyzed opportunity for mobile technologies and smart drug delivery products in acute care settings.

### The TriZetto Group, Greenwood Village, CO

*MBA Intern, Provider Strategy Group, Summer 2011*

Conducted initial analysis to identify potential market entry opportunities in hospital revenue cycle management.

### NewYork-Presbyterian Hospital, New York, NY

*Manager, Patient Access Services*

Managed implementation of enterprise-wide IT system for 20 clinics and 3 campuses, successfully converting from paper to electronic scheduling. Project resulted in a 25% increase in patient volume and improved registration quality. Spearheaded operational design effort of new clinical building, including execution of new patient intake process, development of electronic tracking tool and training of staff.

### Deloitte Consulting, LLP, New York, NY

*Consultant, 2007  
Business Analyst, 2005-2007*

Developed front-end process changes to improve free cash flow for several large hospital systems. Managed implementation of "Quick Win" strategies resulting in a one-time cash acceleration of \$2.8M. Led regional implementation of Revenue Protect tool at 3 facilities.



## Michelle Gee-eun Lee

michelle.lee.wg12@wharton.upenn.edu  
Harvard University, Cambridge, MA  
A.B., Magna Cum Laude, Sociology, 2001

To improve the efficiency and effectiveness of systems that support quality and accessible healthcare provision.

### Kaiser Permanente, Oakland, CA

*Performance Excellence Intern, Summer 2011*

Evaluated Kaiser's capacity to absorb new cohorts of resource-intensive members and identified additional areas for investment. Developed an evidenced-based strategy for minimizing discomfort, anxiety and disturbances to patients' rest during hospital inpatient stays.

### IMS Consulting, New York, NY and London, UK

*Engagement Manager, 2005-2010*

Developed drug pricing, reimbursement, and market access strategies across more than 30 therapeutic areas and 35 countries. Project-managed over 20 projects, representing \$7-8M in revenues. Supervised several of the division's first collaborations with affiliates in emerging markets in Asia, South America, and Africa. Oversaw IMS's first engagement in the global health sector, resulting in the division's first white paper publication and the establishment of the IMS Global Health Initiative.

### Monitor Group, Cambridge, MA

*Consultant, 2001-2003*

Oversaw the successful roll-out of three major components of a new pharmaceutical sales force model developed by Monitor, leading to unsolicited positive client feedback. Codified Monitor's early perspectives on venture philanthropy, nonprofit growth strategies, and the application of business frameworks in the nonprofit sector.





## Roman Leifer

roman.leifer.wg12@wharton.upenn.edu  
University of Toronto, Toronto, ON  
B.A.S., High Distinction, Engineering Science  
with concentration in Electrical Engineering,  
2007

An opportunity in principal investing.

### CPPIB, Toronto, Canada

*Summer Associate, Summer 2010*

Evaluated \$100M-\$1B Private Investments in Public Equity (PIPEs). Conducted in-depth due diligence on a potential \$500M PIPE to enable a transformational international acquisition in the engineering and construction sector. Developed business plan and evaluated deal economics for the Maple consortium's bid to acquire the Toronto Stock Exchange (TSX) for \$3.8B. Led CPPIB team's emerging markets strategy for investments in Asia and Latin America.

### Oliver Wyman, Toronto, Canada

*Consultant, 2009-2010*

*Analyst, 2007-2009*

Developed strategies for global firms and conducted commercial diligence to support transactions by both private equity and strategic investors. Advised a top pharmaceutical company on in-licensing and acquisitions and developed the intellectual capital into a licensing platform. Managed the divestiture of the defense division of a leader in global logistics; worked with the CFO to create a detailed financial model and coordinated the transaction process. Conducted diligence on a \$300M energy services company with over 20 lines of business for a PE investor.



## Oscar Lin

oscar.lin.wg12@wharton.upenn.edu  
University of British Columbia, Vancouver, BC  
B.A., Biochemistry, 2005  
University of Toronto, Toronto, ON  
Master of Biotechnology, 2007

Value investing across the healthcare sector in domestic and international public equities.

### Earnest Partners, Atlanta, GA

*Investment Intern, Summer 2011*

Analysed equities and served as member of investment committee. Recommended shorting Conmed (CNMD) against bullish surgery volume rebound; stock subsequently fell 16% on Q2 miss. Recommended long positions in global pharma and CPG on variant perception to Street views; correction expected in 12 months with 30-40% returns. Researched Becton Dickinson and identified upside in pharmaceutical systems and diagnostics segments, culminating in firm taking sizable position. Researched names in healthcare REIT, hospitals, and CPG.

### Nycomed, Oakville, ON

*Business Development Manager, 2007-2010*

Originated and executed in-licensing deals, closing 3 deals and conducting due diligence on 10. Proposed and implemented oncology palliative care business, estimated to generate \$30M annually. Sourced \$250M cross-border partnership and co-led negotiation to final term sheet. Served as product manager for allergy vaccine. Received Top 1% rating in 2008 and 2009.

### GlaxoSmithKline, Oakville, ON

*Business Operations Associate Intern, 2006-2007*

Implemented operational excellence program, developed lean sigma project management office, and created balanced scorecard.



## Gillian L. Marcott

gillian.marcott.wg12@wharton.upenn.edu  
University of Virginia, McIntire School of Commerce, Charlottesville, VA  
B.S., Beta Gamma Sigma, Commerce, with Finance and Marketing Concentrations, 2005

An opportunity to help identify and drive long term value for healthcare services businesses.

### Medco Health Solutions,

**Franklin Lakes, NJ**

*Summer Associate, Summer 2011*

Analyzed purchase, prescription, and other demographic data to identify highest value group of customers for the Medco Health Store. Led strategic growth initiative targeting diabetic patients and formulated recommendations on pricing, products and marketing to increase revenue and profit margins. Presented findings to group leaders, leading to planned launch of diabetes CRM program.

### Intellectual Ventures, Bellevue, WA

*Analyst, 2009-2010*

Intellectual Ventures is a \$5B fund that creates, acquires, and licenses technology inventions. Built 15+ acquisition models to determine bid values for target portfolios. Created business plans for key initiatives, forecasted group revenues and operating budgets, and defined group and client strategy. Researched 5 target industries and identified new areas for investment.

### Jefferies & Company, New York, NY

*Investment Banking Associate/Analyst, Healthcare Group, 2005-2008*

Executed M&A and financing transactions for companies across the healthcare industry. Performed complex valuations, interacted directly with clients and managed due diligence processes. Participated in Jefferies Finance rotation, focusing on credit analysis, underwriting and syndicating senior loans.





## Nadine S. McCarthy

nadine.mccarthy.wg12@wharton.upenn.edu  
University of Cambridge, UK  
B.A., Natural Sciences, 2005

An opportunity to serve in commercial management within the healthcare industry.

### **Novartis Pharmaceuticals, East Hanover, NJ**

*Summer Associate,*

*New Products & Licensing, Summer 2011*

Led cross-functional team to evaluate the optimal promotion strategy for a phase III pipeline product. Led a review of the U.S. COPD device strategy and evaluated demand for an upgraded device through physician and payer research. Developed a workshop on the Patient Journey and presented outcomes to senior management; task-force set up to address identified areas of opportunity.

### **Monitor Group, London / Zurich**

*Engagement Manager, 2005-2010*

Focused on corporate strategy, business development and marketing in the healthcare industry. Four years of managerial experience with between 2 to 4 direct reports on average. Led a team to develop the drug launch strategy for a new biologic with a market potential of \$2B. Defined a global portfolio strategy for female contraceptives (£2.6B annual sales). Advised board on commercial options for a Phase II pharmaceutical product. Prepared proposals of new business and participated in sales process. Received special recognition for developing new client methodology and presented methodology to all senior partners at Europe-wide meeting.



## Kirk R. McConnell

kirk.mcconnell.wg12@wharton.upenn.edu  
Stanford University, Palo Alto, CA  
B.A., Human Biology, 2007

An opportunity to improve healthcare delivery through a role in strategy or operations management.

### **Kaiser Permanente, Oakland, CA**

*Customer Analytics and Business Marketing Intern, Summer 2011*

Identified and developed opportunities to better use internal data resources to demonstrate value Kaiser Permanente provides to customers. Strengthened process management of cross-departmental analytical reporting capabilities, elevating the quality of deliverables while also enhancing operational efficiency.

### **The Zitter Group, San Francisco, CA**

*Manager of Syndicated Research, 2008-2010*

*Senior Analyst, 2008*

*Analyst, 2007-2008*

Authored 6 annual, multi-client research reports that provided pharmaceutical industry clients with comprehensive understanding of U.S. healthcare system, largely focused on issues related to managed care. Leveraged people and process management skills to lead a cross-functional team through content ideation, data collection, report development and sales/client management, resulting in on-time and highly marketable final deliverables that generated the highest revenue levels in company's history. Transformed research findings into actionable strategic recommendations and worked with clients to define optimal managed care strategies and opportunities to improve performance. Communicated findings through in-person presentations, published articles, and speaking at professional conferences.



## Michael C. Meng

michael.meng.wg12@wharton.upenn.edu  
University of Michigan Ross School of Business, Ann Arbor, MI  
B.B.A., High Distinction,  
Finance and Accounting, 2006

An opportunity in the alternative investments industry focused on healthcare.

### **Moore Capital, New York, NY**

*Summer intern, Summer 2011*

Analyze securities as it relates to the macroeconomic environment including a variety of areas such as credit, rates, equities, commodities, and currencies.

### **Apax Partners, New York, NY**

*Associate, 2008-2010*

Identify, evaluate, and execute private equity investments focusing on healthcare for Apax Europe VII (\$16B global fund); monitor and improve portfolio companies. Key projects: potential \$550M acquisition of a controlling stake in a leading lab diagnostics business in Brazil and Qualitest Pharmaceuticals (portfolio company), a generic pharmaceutical manufacturer based in the U.S.

### **Lazard Frères & Co., New York, NY**

*Analyst, 2006-2008*

Working as part of the investment banking team as the financial analyst focused on mergers and acquisitions in the healthcare industry. Key projects: advising a large global pharmaceutical company on the potential \$6.3B groundbreaking acquisition of one of the largest Indian generic pharmaceutical companies and advising UCB on the \$6.1B transformational cross-border acquisition of Schwarz Pharma.



## Eleonora (Ella) Merjanova

eleonora.merjanova.wg12@wharton.upenn.edu  
Duke University, Durham, NC  
B.S., Biology, B.A., Economics, 2006

Investing or operating role of impact within the health and wellness industry.

### Physic Ventures, San Francisco, CA *Summer Associate, Summer 2011*

Completed investment thesis and 30-page white paper on the future of healthy eating at home, focusing on digital media, social media, and consumer internet innovation. Collaborated daily with the Directors of U.S. Innovation for Unilever and PepsiCo, the two largest limited partners in Physic.

### Pro Mujer, New York, NY *Associate, 2009-2010*

Led international teams in review of microfinance operations for 5 Latin American countries; analysis resulted in strategic plan with goal to improve operational efficiency by 35% in 3 years.

### Leerink Swann, New York, NY *Senior Analyst, 2008-2009*

Identified and analyzed strategic alternatives for clients; built valuation model, developed 60-page marketing document, and managed relationship between client and 12+ financial investors for leveraged buyout of \$250M U.S. vaccines manufacturer.

### Goldman Sachs, New York, NY *Financial Analyst, 2006-2008*

Analyzed domestic consumer trends and behavior as part of principal investing team for \$1B securitized debt fund; led efforts to structure \$3B in securitizations for domestic financial institutions.



## Philip S. Mishkin

philip.mishkin.wg12@wharton.upenn.edu  
University of Pennsylvania, Philadelphia, PA  
B.S.E., Summa Cum Laude,  
Chemical Engineering, 2006

An entrepreneurial opportunity within the biopharmaceutical sector, including business development, venture capital, or innovative start-ups.

### Pfizer Inc., New York, NY *Business Development Summer Associate, Summer 2011*

Conducted evaluations for 6 potential global transactions including in-licenses, out-licenses and acquisitions spanning multiple stages of drug development and therapeutic areas. Led acquisition analysis of a private generics manufacturer and coordinated cross-functional team of R&D, Commercial, and Legal colleagues to frame and evaluate strategic and financial business case.

### Deloitte Consulting, LLP, New York, NY and Philadelphia, PA *Business Analyst / Consultant, 2006-2010*

Led work-streams on multiple strategic engagements within the life sciences industry, executing projects across the value chain from R&D transformational strategies to Sales & Marketing optimization. Developed and co-authored Massachusetts Biotechnology Council's 2015 Strategic Report, which defined a strategic plan for Massachusetts to maintain its global leadership position in biotechnology. Collaborated with the senior management team of a mid-tier pharmaceutical company to transform the Sales & Marketing organization; recommended and developed 35 initiatives across Sales, Marketing, and Managed Markets. Designed processes and supporting materials for a new R&D "collaboration model" at a global biopharmaceutical company.



## Marc C. Montserrat

marc.montserrat.wg12@wharton.upenn.edu  
ETSEIB, Barcelona, Spain  
Politecnico di Milano, Milan, Italy  
Fachhochschule Jena, Jena, Germany  
B.S. and M.S., Industrial Engineering, 2004

An opportunity in an entrepreneurial organization to promote and deliver innovation in healthcare.

### Genentech, South San Francisco, CA *Interactive Marketing, Summer 2011*

Led the creation of a framework to identify and quantify business opportunities in patient engagement, multicultural marketing and health literacy for pipeline and commercialized products. Recommendations to the interactive marketing team and a senior VP-level committee received enthusiastically.

### Almirall, Barcelona, Spain

*Corporate Project Manager, 2008-2010*  
Managed a global team of 40 members from 11 affiliates and partners in 4 continents responsible for a portfolio of 43 products, growing sales from €9M in 2007 to €90M in 2010 representing 66% of growth in company. Post-M&A integration responsibilities, working 25% of the time in Germany.

### Siemens VDO, Rubi, Spain *Project Manager, 2006-2008*

Led international team of 19 members, managing 5 projects (€25M annual sales, 25% of plant turnover). Achieved safe launch of 30 products, including a project in 33% of standard lead-time, introduced 2 new technologies, and created a new assembly line concept. Achieved business acquisition of 3 projects (€90M revenue).

### Altran, Barcelona, Spain *Consultant, 2004-2006*

Achieved €€3.4M savings in process optimization, actively participated in ramp-up of a new business unit including candidate interviews, project prospection and offer preparation, and developed 3 new customers.



## Haley A. Moss

haley.moss.wg12@wharton.upenn.edu  
Wesleyan University, Middletown, CT  
B.A., Science in Society, 2007  
Perelman School of Medicine at the University  
of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to leverage my clinical  
and business knowledge to improve  
healthcare access, quality and delivery.

### **Center for Medicare and Medicaid Innovation, Baltimore, MD**

*Project Fellow, Summer 2011-Present*

Facilitate in the implementation of innovative payment and delivery models to enhance quality and to address cost drivers of healthcare. Prioritize quality metrics for value-based payments to primary care practices.

### **Leonard David Institute of Health Economics, Philadelphia, PA**

*Research Assistant, 2010-Present*

Identify ways to present medical information to patients to improve diabetes management and to increase patients' understanding of disease severity.

### **Bridging the Gaps, Philadelphia, PA**

*University of Pennsylvania Coordinator,  
Summer 2010*

Oversaw meetings and provided resources to health and social service graduate student professionals. Organized BTG Symposium where government officials, academic faculty and community members participated in public health workshops.

### **University City Hospitality Coalition Clinic, Philadelphia, PA**

*Student Coordinator, 2007-2008*

Executed patient quality-initiatives on a limited budget. Directed outreach to student body to set clinic schedule. Developed patient educational and resource material about chronic disease management and social services.



## Colleen C. Murphey

colleen.murphey.wg12@wharton.upenn.edu  
The University of Chicago, Chicago, IL  
B.A., Honors, Comparative Human  
Development, 2007

An opportunity to improve health  
care quality and access through the  
use of technology.

### **McKinsey and Company, Florham Park, NJ**

*Summer Associate,*

*Business Technology Office, Summer 2011*

Assisted a government client with the implementation of enterprise-wide IT transformation to support healthcare reform. Conducted a diagnostic of global IT project execution for a multi-national pharmaceutical client.

### **The Advisory Board Company, Washington, DC**

*Senior Analyst, 2008-2010*

*Analyst, 2007-2008*

Led research on operational challenges and new technologies for a client base of over 400 hospital Chief Information Officers. Composed best-practice publications and presented research to hospital executives. Led internal training of over 100 employees on research methodology.

### **A Plus Illinois, Chicago, IL**

*Lead Research Assistant, 2006-2007*

Researched and reported on public education legislation for a consortium of business and non-profit leaders focused on education funding reform in Illinois. Co-authored a successful \$605,000 grant proposal to the Bill and Melinda Gates Foundation.

### **Wongdoody Advertising, Los Angeles, CA**

*Account Management Intern, Summer 2005*

Analyzed potential new clients and prepared materials for new business pitches. Oversaw the production logistics for a deliverable distributed to over 50 clients nationwide.



## Kalyan Pamarth

kalyan.pamarth.wg12@wharton.upenn.edu  
Osmania University, Hyderabad, India  
B.E., University Medal,  
Computer Science & Engineering, 2005  
University of Minnesota, Twin Cities  
M.S., Computer Science & Engineering, 2007

An opportunity focused on strategy and  
product marketing within the med-tech  
or healthcare services industry.

### **Becton Dickinson Biosciences, San Jose, CA**

*Strategic Marketing Summer Associate,  
Summer 2011*

Developed strategy to identify growth opportunities and increase market penetration in emerging markets for the life science business. Performed extensive primary market research in India and recommended plans to grow the Indian business. Developed a framework to identify customer needs and defined a metrics system to measure the incremental impact of innovative social computing tools for E-business.

### **Medtronic Cardiac Rhythm Management, Minneapolis, MN**

*Software Engineer, 2007-2009*

*Product Manager, 2010*

Led product planning and assisted in launch of cardiac remote patient management systems. Evaluated new product concepts and recommended action plan for pilot studies. Developed and implemented processes to prioritize and manage customer needs. Led cross-functional teams to implement high-priority customer needs for the Medtronic Paceart patient management system. Established and managed collaboration with the University of Minnesota to research innovative cardiac patient management techniques. Raised internal funding for proof-of-concept studies to improve cardiac care using advanced analytics.



## Jonathan Pearlstein

jonathan.pearlstein.wg12@wharton.upenn.edu  
Stanford University, Palo Alto, CA  
B.A., Honors, Science, Technology,  
and Society, 2006

A strategic or business development  
opportunity in healthcare services  
and technology.

### **The TriZetto Group, Greenwood Village, CO**

*Corporate Strategy Intern, Summer 2011*

Defined consumerism strategy for  
payer-focused health IT company.  
Evaluated market trends in insurance  
exchanges, price transparency, and  
social media. Upward-managed execu-  
tive team, including Chief Strategy  
Officer, Chief Medical Officer, and  
Founder. Primary author of final deliv-  
erable presented to board of directors.

### **The Advisory Board Company, Washington, DC**

*Senior Analyst, 2008-2010*

*Analyst, 2007-2008*

Completed 7 best-practice research  
studies for hospital leaders, including  
CIOs, Chief HR Officers, and Chief  
Nursing Officers. For each project,  
interviewed 80+ top executives at  
major health systems, analyzed find-  
ings, and developed final presentation  
deliverable. Overall, more than 70%  
of clients rated studies "excellent,"  
the highest possible score. Example  
projects include: 1) mitigating nursing  
workarounds related to clinical  
IT systems; 2) designing new-hire  
onboarding toolkit to improve staff  
retention.

### **National Opinion Research Center, Washington, DC**

*Research Assistant, 2006-2007*

Evaluated performance of \$110M  
portfolio of health IT demonstration  
projects funded by Agency for Health-  
care Research and Quality (AHRQ).  
Employed SAS statistical software to  
diagnose key challenges and identify  
longitudinal trends.



## Laura E. Peterson

laura.peterson.wg12@wharton.upenn.edu  
Duke University, Durham, NC  
A.B., Public Policy, 2007

An opportunity in pharma/biotech strat-  
egy analysis or healthcare consulting.

### **Genentech, South San Francisco, CA**

*New Product Commercialization (NPC)*

*Commercial MBA Intern, Summer 2011*

Developed a consolidated roadmap  
and corresponding guidance  
document of U.S. commercial activities  
for organizationally new therapeutic  
areas, taking into consideration  
existing U.S. and Global guidance  
documents and processes, ongoing  
Roche and Genentech initiatives,  
and industry best practices.

### **The Lewin Group, Falls Church, VA**

*Independent Consultant, 2010-2011*

*Research Consultant, 2010*

*Senior Research Analyst, 2008-2010*

*Research Analyst, 2007-2008*

Led business development activities  
related to comparative effectiveness  
research and genomic data sharing  
resulting in over \$5M in project work  
and the development of the Lewin  
Center for Comparative Effectiveness  
Research. Facilitated government and  
regulatory affairs panels for major  
pharmaceutical companies to develop  
business strategy. Developed a model  
of the economic impact of a regula-  
tory pathway for follow-on biologics  
for the Assistant Secretary for Planning  
and Evaluation at DHHS that was  
ultimately adopted by the White  
House Office of Healthcare Reform.  
Authored peer-reviewed journal  
articles, white papers and reports  
on health technology assessment,  
pharmaceutical market analysis,  
evidence-based medicine and  
comparative effectiveness research.



## John Picasso

john.picasso.wg12@wharton.upenn.edu  
University of Pennsylvania, Philadelphia, PA  
B.A., Cum Laude, Biology, 2006;  
B.S., Cum Laude, Economics, 2006

An opportunity within an entrepreneurial  
team to build and develop innovative  
healthcare services ventures.

### **Fifth Street Finance, White Plains, NY**

*Summer Associate, Summer 2011*

Created investment memorandums for  
over 10 middle-market, private equity  
deals and closed 2 \$100M+ transac-  
tions. Worked with CEO to build Busi-  
ness Development Center simulation  
to model fund raising process, invest-  
ment decisions, initial public offering,  
follow-on offerings, and capital  
markets leverage. Worked with Chief  
Investment Officer and Managing  
Director to develop firm's health  
care investment strategy.

### **Accenture, New York, NY**

*Manager, Health Care Management*

*Consulting Strategy, 2010*

Achieved fastest promotion to  
Manager from Business Analyst in  
history of Accenture Strategy practice.  
Developed integrated, multi-channel  
go-to-market strategy for portfolio  
of sixteen pharmaceutical products.  
Managed implementation of go-to-  
market strategy across four Accenture  
workstream teams, marketing vendors,  
client Brand Leads, and client's  
managing project director; successful  
implementation led to 20-40%  
increase in sales effectiveness.

*Consultant, 2008-2010*

Led 4 different project teams to  
develop strategic recommendations  
in Analytics, Marketing, Sales, and  
Managed Markets.

*Business Analyst, 2007-2008*





## Ravi Raghavan

ravi.raghavan.wg12@wharton.upenn.edu  
Massachusetts Institute of Technology, MA  
B.S., Electrical Engineering and  
Computer Science, 2004  
B.S., Management Science, 2004  
University of Pennsylvania School of  
Engineering & Applied Science, Philadelphia, PA  
M.B. Candidate 2012

An opportunity in marketing or strategy  
for an innovative healthcare company.

### Medtronic, Mounds View, MN

*Marketing Intern, Summer 2011*

Developed a marketing launch plan  
for a next generation trans-catheter  
pulmonary heart valve. Validated  
the size and clarified the structure of  
pulmonary valve market. Recommend-  
ed and implemented an online  
implanter's resource for product  
information. Planned and facilitated  
breakout sessions at the Pediatric  
Interventional Cardiologist  
Symposium to gather feedback  
on pre-clinical products.

### Yaupon Therapeutics, Radnor, PA

*Commercialization Consultant 2009-2010*

Developed a commercialization plan  
for a late stage cancer therapeutic  
drug including strategies for managed  
care, distribution, sales force  
allocation, and patient access.

### SAP, Palo Alto, CA

*Marketing Manager 2007-2008*

*Pre-Sales Consultant 2005-2007*

Spent 14 months in India launching  
a customer references marketing  
program for South Asian customers.  
Developed over 50 business cases  
for selling SAP software to clients;  
business cases supported deals  
between \$500,000 and \$10M.

### Dresdner Kleinwort, New York, NY

*Analyst 2004-2005*

Created pitch books with profiles and  
valuations of acquisition targets across  
Energy, Industrial, and Healthcare  
industries.



## Lindsay P. Rand

lindsay.rand.wg12@wharton.upenn.edu  
Stanford University, Palo Alto, CA  
B.A., Departmental Honors, Psychology,  
Minor in Economics, 2007

A management position focusing on  
strategy and operations for a healthcare  
provider organization.

### Kaiser Permanente, Oakland, CA

*Senior Consulting Associate, Summer 2011*

Built new resource/staffing model to  
support budget allocation process for  
case management teams supporting  
complex chronic conditions and  
Medicare/MediCal dual eligible  
populations. Conducted surveys and  
interviews to gauge current state  
workflows, analyzed comprehensive  
patient data and presented recom-  
mendations to regional leadership.  
Also designed playbook for Northern  
California-wide roll out of hospital  
acquired pneumonia abatement  
initiative. Collaborated with team  
leadership to identify best practices,  
assembled presentations for cross-  
region launches, and developed train-  
ing materials and templates to support  
end-user adoption.

### Accenture, Boston, MA

*Analyst, Consultant, 2007-2010*

Assisted with design and implementa-  
tion of several Electronic Medical  
Record (EMR) systems. Interfaced  
directly with physicians and hospital  
administrators to define project  
parameters, tested system upgrades,  
trained end-users, and relayed hard-  
ware and software needs to external  
vendors. Oversaw the pilot launch  
of leading Anesthesia EMR product  
and aided in strategic planning  
engagements for 2 major east coast  
health systems, focused on patient  
satisfaction and capital planning/-  
expansion.



## James M. Rhodes

james.rhodes.wg12@wharton.upenn.edu  
Harvard College, Cambridge, MA  
B.A., Cum Laude, Economics, 2006

An opportunity in strategy or operations  
in the healthcare provider space.

### UMass Memorial Health Care, Worcester, MA

*Administrative Resident, Summer 2011*

Partnered with physicians and adminis-  
trators at UMass Memorial Children's  
Medical Center to analyze opportuni-  
ties to improve efficiency, clinical  
utilization and standardization in care  
on 3 inpatient units. Built patient flow  
dashboard for executives to identify  
bottlenecks in patient flow through-  
out the facility.

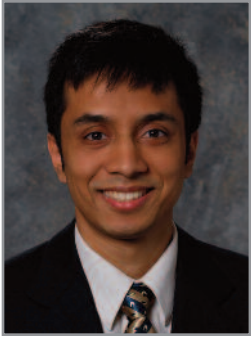
### Deloitte Consulting LLP, Boston, MA and Los Angeles, CA

*Consultant, 2008-2010*

*Business Analyst, 2006-2008*

Co-led 5 support services teams with  
hospital VPs and department Directors,  
creating mini-business plans to drive  
\$25M in annual savings for a \$2.1B,  
9-hospital health system. Benchmarked  
21 shared services departments against  
industry best practices through inter-  
views and data analytics for a \$462M  
health system. Led the Respiratory  
Therapy workstream for a \$7.0B health  
system's clinical systems initiative,  
working with clinicians to define sys-  
tem content and layout to maximize  
patient safety and improve outcomes.  
Performed market diligence on 5  
potential new services for \$7.7B  
hospital services outsourcing firm;  
designed high-level business models  
to drive market entry strategy and  
growth target.





## Arunavo Roy

arunavo.roy.wg12@wharton.upenn.edu  
University of Pennsylvania, Philadelphia, PA  
B.Sc. Economics (Wharton School) and B.A.  
Chemistry, Magna Cum Laude, 2004

An opportunity to leverage my background and interest in the life sciences industry and in emerging markets.

**Becton, Dickinson and Company,**  
Franklin Lakes, NJ, U.S. and Delhi, India  
*International Strategic Marketing Intern,*  
*BD Medical, Summer 2011*

Researched and developed strategic framework and tactics for launch of a product targeted at the Indian outpatient segment. Spoke to many stakeholders and players while in India, both in healthcare and in organizations with operations in rural and semi-urban areas. Findings and recommendations presented to CEO and other senior executives. Recommendations are informing BD's product launch planning.

**Deloitte Consulting LLP, Strategy and Operations, Philadelphia, PA**  
*Consultant, 2007-2010*  
*Analyst, 2005-2007*

Worked with a variety of clients in the biopharmaceutical industry, ranging in size from industry leaders to a biotech startup. Project experiences covered the full range of functional groups, including sales and market, research and development, manufacturing, real estate and support functions such as IT. Similarly, gained exposure to a wide variety of project types, from product launch planning to post-merger integration to supply chain management. Ranked in top 10% of analysts for first two years and was subsequently promoted to Consultant. Achieved direct supervisory responsibility for internal junior staff during time as a Consultant.



## Frances E. Schendle

frances.schendle.wg12@wharton.upenn.edu  
Princeton University, Princeton, NJ  
A.B., Cum Laude, Woodrow Wilson School  
of Public and International Affairs, 2006

An opportunity to serve in a strategic or management role within healthcare services or delivery.

**Bain and Company, Boston, MA**  
*Consultant, 2009-2010*

*Senior Associate Consultant, 2008-2009*  
*Associate Consultant, 2006-2008*

Worked with teams to tackle clients' strategic and operational issues, while building senior client relationships and developing junior talent. Project experience includes: developed a model for a payment reform pilot program for a state-level healthcare coalition; identified opportunities to outsource a pharmacy service provider's supply chain; prioritized strategic opportunities for a pharmaceutical company's vaccines and infectious diseases division; developed a 5-year growth strategy, budget, and fundraising plan for a violence prevention program of the Boys and Girls Clubs of Boston.

**The Bridgespan Group, Boston, MA**  
*Consultant (Extern), 2009*

Used consulting skill set to work with non-profit organizations and foundations. Project experience includes: developed a strategy for the Robert Wood Johnson Foundation's Vulnerable Populations Team; prepared 2 mental health services organizations for a merger; conducted "scenario planning" for a mental health services organization to understand the possible impact of political and economic factors and to identify strategic priorities for each scenario.



## Ankit Shah

ankit.shah.wg12@wharton.upenn.edu  
Marquette University, Milwaukee, WI  
B.S., Cum Laude, Biomedical Engineering, 2003  
M.S., Biomedical Engineering, 2005

An opportunity to leverage my technical and commercial skills with an entrepreneurial team in the medical device industry.

**SV Life Sciences, Boston, MA**  
*Summer Associate, Summer 2011*

Developed an investment thesis for interventional pain management. Interviewed physicians and business leaders to identify success criteria, sourced deals and recommended investment opportunities. Partnered with CEO and founders of a vascular portfolio company to analyze exit scenarios and outline a strategic plan to engage potential acquirers. Observed board meeting and participated in diligence process.

**Medtronic, Santa Rosa, CA**  
*Pipeline Marketing Manager,*  
*Endovascular Innovations, 2008-2010*

Led strategic initiatives for next generation aortic vascular devices by conducting opportunity assessments of emerging technologies, and evaluating market trends and competitive positioning to drive future business growth.

*Scientist, CardioVascular, 2006-2008*

Built and led 7 person team to develop novel animal model to simulate human atherosclerotic disease. Filed patent applications for bioabsorbable stent technologies to strengthen company's product pipeline.

**U.S. Food and Drug Administration, Laurel, MD**

*Medical Device Fellow, 2005-2006*

Designed blood vessel perfusion system to study pharmacokinetics and pharmacodynamics of locally delivered therapeutics. Assisted in preclinical studies to evaluate cardiovascular devices.



## Monika S. Shah

monika.shah.wg12@wharton.upenn.edu  
University of California, Berkeley Berkeley, CA  
B.A., High Honors, Applied Mathematics, 2005

An opportunity with an early stage healthcare venture.

**Warby Parker, New York, NY**  
*MBA Intern, Summer 2011*

Operations and strategy for high-growth, early stage eyewear company. Evaluated and implemented improvements in customer service systems, metrics, and human resources strategy. Evaluated business development opportunities for market potential and strategic fit and developed pilot and execution plan for most attractive opportunity.

**Acumen Fund, Hyderabad, India**  
*Portfolio Associate,*  
*November 2008-July 2010*

Led due diligence and deal sourcing to grow a \$15M healthcare portfolio serving low-income, mass markets in India. Managed 3 hospital investments in maternity care, chronic disease management, and eye care. Evaluated 100+ investments in healthcare infrastructure and technology across India.

**Bain & Company,**  
**San Francisco, CA and New Delhi, India**  
*Associate Consultant and Senior Associate Consultant, September 2005-August 2008*

Worked on strategy, due diligence, and turnaround projects for clients in technology, healthcare, and private equity. Example cases include 1) consumer strategy for a Fortune 25 PC retailer 2) pipeline development strategy for a mid-sized biotech firm 3) due diligence for 10+ targets for PE fund with \$10B in capital under management.



## Ravi N. Shah

ravi.shah.wg12@wharton.upenn.edu  
Princeton University, Princeton, NJ  
A.B., Honors, Woodrow Wilson School of Public and International Affairs, 2006  
Perelman School of Medicine at the University of Pennsylvania, Philadelphia, PA  
M.D. Candidate, 2012

An opportunity to use my clinical and business experience to improve the quality and delivery of healthcare.

**McKinsey & Company, New York, NY**  
*Summer Associate, Summer 2011*

Created implementation plan for large health insurance company working to roll out patient-centered medical home model across the state. Developed comprehensive data plan (including clinical research trial design) for large pharmaceutical company looking to change the landscape of diabetes treatment.

**Mount Sinai Medical Center,**  
**New York, NY**

*Intern, World Trade Center Medical Monitoring and Treatment Program, Summer 2008*

Revolutionized bill reconciliation process for \$32M federally funded program serving 23,000+ workers involved in 9/11 cleanup by creating a user-friendly insurance system within Microsoft Excel to systematically reconcile bills against formularies.

**Bridgewater Associates, Westport, CT**  
*Investment Associate, 2006-2007*

Advised institutional investors such as pension funds and endowments on portfolio theory concepts including separation of alpha and beta investing and asset-liability management as part of strategic partnership that resulted in maintenance of almost 100% client accounts during period of flat investment performance.



## Jonathan R. Shannon

jonathan.shannon.wg12@wharton.upenn.edu  
University of Pennsylvania, Philadelphia, PA  
B.A., International Relations and Germanic Studies, 2007

An opportunity in the financial services sector with a focus on healthcare.

**UBS Investment Bank, New York, NY**  
*Summer Associate (Healthcare),*  
*Summer 2011*

Provided financial advice and services on several projects, across the healthcare spectrum. Built financial models to analyze capital structures and impacts of M&A transactions. Assisted in buy-side process of a healthcare service company to a group of financial sponsors. Deals included Co-Lead Underwriter for a \$1.1B debt offering for WellPoint, Inc.

**Booz & Company, New York, NY**  
*Senior Consultant (Healthcare), 2007-2010*

Delivered recommendations to clients across a variety of areas including strategic change, cost cutting initiatives and portfolio development opportunities. Projects included: Advised the board of directors of a large healthcare payor, on potential new lines of business and health IT initiatives which demonstrated increased annual revenue streams. Performed benchmarking study for a metropolitan healthcare provider, identifying cost savings in patient accounts via outsourcing and process consolidation. Conducted health IT market opportunity analysis for a major telecom company; identifying \$46M annual revenue opportunity in health information exchange and hospital data storage.



## Andrew D. Steinberg

andrew.steinberg.wg12@wharton.upenn.edu  
Duke University, Durham, NC  
B.S.E., With Honors, Biomedical Engineering  
and Economics, 2004  
Georgetown University, Washington, DC  
M.S., Biomedical Science Policy, 2008

An opportunity to finance and unlock  
value in healthcare innovation.

### **Goldman Sachs & Co., New York, NY**

*Associate, Healthcare IBD, Summer 2011*

Executed \$1.9B take-private acquisition of Immucor by TPG. Developed LBO and valuation models for diagnostic, medtech and healthcare service firms. Co-authored capital committee memo for a \$500M take-private acquisition of a CRO.

### **Google, Mountain View, CA**

*Senior Associate, 2008-2010*

Led global finance team to develop a framework for internal investment decisions. Managed a \$23B cross-product P&L and co-led global initiative to align \$8B of revenue by standardizing Google's client management system. Provided analytics to senior executives to manage Google's sales organization across all geographies, channels and products.

### **Booz Allen & Hamilton, McLean, VA**

*Senior Consultant, 2006-2008*

Designed post-merger IT enterprise infrastructure for commercial healthcare payor resulting in a unified, scalable, nationwide platform. Developed system requirements for an insurance adjudication workflow system.

### **MPR Associates, Alexandria, VA**

*Engineering Consulting, 2004-2005*

Developed medical device prototypes for biomedical VCs, named on patent application for design of an ultrasound periodontal tool, and led testing of an innovative electrophoresis device.



## Kathryn F. Sullivan

kathryn.sullivan.wg12@wharton.upenn.edu  
Duke University, Durham, NC  
B.S.E., with Distinction,  
Biomedical Engineering, 2006

An opportunity to apply product  
marketing expertise to commercialize  
innovative medical technologies.

### **Medtronic, Minneapolis, MN**

*Marketing Summer Associate*

*Atrial Fibrillation Solutions, Summer 2011*

Performed first worldwide review of newly launched product in cryoablation system. Analyzed early sales to identify trends in adoption and conducted quantifiable physician survey to pinpoint opportunities. Delivered well-received recommendations for cross-functional leadership team: short-term marketing, training and clinical tactics to drive loyalty as well as longer-term product development proposal for next generation catheter.

### **Omnicell, Mountain View, CA**

*Product Manager, 2007-2010*

*Market Research Analyst, 2007-2008*

Established anesthesia automated medication dispensing product as key growth area and increased product demonstrations to anesthesia departments by 100% through ongoing sales support. Designed and launched new hardware and software features to surpass competition for the first time in product history. Selected to lead software platform revamp including portfolio-wide user interface refresh. Signed on prestigious hospital partners.

### **Capital One Financial Corp., McLean, VA**

*Business Analyst, 2006-2007*

Analyzed credit card customer behavior to develop and test rewards program strategies to increase loyalty and stimulate purchasing.



## Vic Tandon

vikas.tandon.wg12@wharton.upenn.edu  
Rutgers University, New Brunswick, NJ  
B.S., Public Health and Political Science, 2004  
Columbia University, New York, NY  
M.P.H., Health Policy and Management, 2006

An opportunity with an entrepreneurial  
organization in the health IT or health  
services industry.

### **athenahealth, Watertown, MA**

*MBA Intern, Product Strategy, Summer 2011*

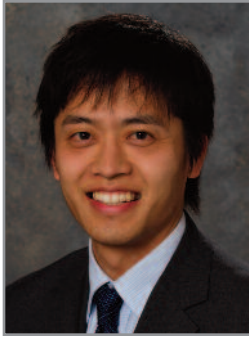
Identified and assessed opportunities to expand the features and functionality of athenahealth's patient communications product. Developed business case for a \$25M revenue opportunity over 5 years to expand product scope to include telemedicine services. Also worked to actively identify and evaluate new business opportunities, working cross-functionally with the Product Strategy, Business and Corporate Development teams.

### **CSC, West Orange, NJ**

*Staff Consultant, 2008-2010*

*Associate Consultant, 2006-2008*

Conducted quantitative and qualitative analyses to identify and develop new business and service models to leverage digital health information in care delivery and life sciences research and development, serving clients and internal stakeholders. Examples include: 1) opportunity assessment for \$64B global healthcare company to launch a health management service, leading to multi-million dollar acquisition; 2) work to develop and prepare launch of CSC's health data analytics services, including service definition and creation of financial and staffing models; 3) market sizing and customer segmentation analysis in support of developing business plan for CSC's consumer health self-management service.



## Shin Ujiie

shin.ujiie.wg12@wharton.upenn.edu  
The University of Tokyo, Tokyo, Japan  
B.S., Agriculture, 2003  
M.S., Agricultural Life Science

An opportunity to combine my experience and expertise in life science and business arenas to create value in the healthcare industry.

### **Eisai Co., Ltd., Tokyo, Japan** *Associate, 2005-2010*

Conducted scientific and financial evaluation of business development deals including in-licensing and out-licensing deals. Worked closely with researchers and business people to strategically streamline Eisai's pipeline and establish Eisai's mid- and long-term corporate plans. Led due diligence teams to acquire a \$350M oncology focused biotechnology company, Morphotek Inc., and a \$4B oncology focused specialized company, MGI Pharma. Established and organized R&D related committees such as Global Oncology Committee and Eisai Scientific Advisory Board. Served as one of organizers of Eisai's supreme discussion body, Global Policy and Strategy Council, and decision making body, the Executive Committee of Eisai. Established Eisai's new operation in diagnostic arena with Sanko Jyun-yaku, now a wholly-owned subsidiary of Eisai.



## John A. Urquhart

john.urquhart.wg12@wharton.upenn.edu  
Brown University, Providence, RI  
A.B., Business Economics and Public and Private Sector Organization, 2004

An opportunity to evaluate and invest in healthcare companies and technologies.

### **Celgene Corporation, Summit, NJ** *Summer Associate, Global Marketing Summer 2011*

Worked within cross functional teams to identify global marketing best practices and implement value-add initiatives. Engaged outside expertise to improve treatment duration and patient adherence for oral oncology medicine. Developed action plan for building disease specific mobile application physician tool. Assessed commercial opportunity for indication expansion of existing product.

### **Cowen Healthcare Royalty Partners, Stamford, CT** *Associate, 2008-2010 Analyst, 2007*

First investment professional hired by new private equity fund. Completed 9 transactions and invested over \$300M in transactions of various structures, including: royalty monetizations, synthetic royalty interests, structured debt and equity investments. Responsible for building valuation models, structuring investments and conducting due diligence. Prepared fundraising marketing materials and communicated with existing and prospective limited partners.

### **SG Cowen Securities, Boston, MA** *Investment Banking Analyst, 2004-2007* Created financial models and perform in-depth analysis of various transactions including buy-side and sell-side M&A and equity financings for variety of public and private technology/software companies.



## Reed S. Van Gorden

reed.van.gorden.wg12@wharton.upenn.edu  
Northwestern University, Evanston, IL  
B.A., Economics and Biological Sciences, 2006  
CFA Charterholder, 2010

An opportunity to build successful healthcare companies through effective investment and management.

### **Actient Pharmaceuticals, Lake Forest, IL** *Intern, GTCR Portfolio Company Summer 2011*

Evaluated the Urology/Gynecology landscape for viable opportunities – ranked 16 disease states across 8 metrics and identified potential development and acquisition targets in the top five disease states.

### **Genentech, San Francisco, CA** *Intern, Summer 2011*

Executed CEO initiated cost-benefit analysis on sales meetings, clinical specialist days on-territory, and commercial travel expenses; conducted over 85 interviews throughout all levels of the sales division.

### **Abingworth Management, Waltham, MA** *Associate, 2008-2010*

Provided Letter of Intent and led in-depth due diligence on 8 healthcare targets; completed two transactions. Streamlined due diligence process by establishing formal metrics for review, improving competitiveness in managed processes. Individually responsible for 33% of all GE deal flow; built deal network via cold-calling, networking and conferences. Built investment thesis around specific sub-sectors: HIT, Aesthetic Devices, Pathology and Molecular Laboratories.

### **J.P. Morgan, New York, NY** *Analyst, 2006-2008*

Transactions: \$37B LBO of Harrah's Casinos; \$7.3B LBO of CDW Corporation; \$7.1B LBO of Manor Care; \$4.1B Revolving Credit Facility and \$225M recapitalization for Patheon.





## Elizabeth C. M. Violin

elizabeth.violin.wg12@wharton.upenn.edu  
Harvard College, Cambridge, MA  
A.B., Psychology, 2007

An opportunity to create and execute asset commercialization strategy for a biopharmaceutical company.

### **Celgene, Summit, NJ**

*Strategic Marketing, Hematology, Summer 2011*

Led project management of new product launch readiness efforts, collaborating with cross-functional core team represented by commercial, medical affairs, regulatory and manufacturing senior leadership: Identified process flows, interdependencies, critical tasks, and risk mitigation strategies. Led development of print and web communication strategy, managing third-party vendor engagement. Contributed to clinical trial and concept branding engagements, launch pricing research, and long-term franchise planning strategy development.

### **IMS Consulting, NY, NY**

*Consultant, 2007-2009*

Delivered strategic consulting to biopharma and medical device companies. Focused on pricing and market access strategy. Managed client engagements focused on a spectrum of U.S. and global markets and therapeutic areas. Sample projects include leading in-depth analyses of U.S. managed care and potential value-based solutions for pharma-payer engagements in U.S. and China; managing across IMS practices to deliver a strategy for optimizing pharmacoeconomics research for pipeline oncology agents; and developing a U.S. launch pricing and contracting strategy for a diabetes agent.



## Rom K. Wadehra

rmit.wadehra.wg12@wharton.upenn.edu  
Emory University, Atlanta, GA  
B.B.A., Business and Economics,  
With Distinction, 2004  
University of Pennsylvania, Philadelphia, PA  
M.S.E., Systems Engineering, 2005

An opportunity to apply my experience in consulting to address the strategic and marketing challenges of medtech and biopharma.

### **McKinsey & Company, Philadelphia, PA**

*Summer Associate, Summer 2011*

Investigated the landscape of the healthcare supply chain to develop a \$6B strategy to reduce the counterfeiting and diversion of prescription pharmaceuticals and biologics in the U.S. Contributed to a distributor's 600-person sales force redesign by optimizing their retail pharmacy sales strategy and developing a supporting organizational structure that saved \$3M annually.

### **InfoMC, Conshohocken, PA**

*Business Consultant, 2009-2010*

Co-led 50-person process reengineering engagement to streamline our client's behavioral health programs and execute a \$70M acquisition.

### **Small Bone Innovations, Morrisville, PA**

*Business Analytics Supervisor, 2007-2009*

Built an intelligence department that managed the analysis of \$35M in revenue across the firm's 23 orthopedic product lines. Assisted a multidisciplinary team in launching the first fully mobile ankle implant in U.S.

### **Accenture, Philadelphia, PA**

*Life Sciences Analyst, 2005-2007*

Managed a team of clinicians and developers at a top biopharma firm to create a database system that streamlined clinical trials and reduced administration time by 30%.



## Shruti Wadgaonkar

shruti.wadgaonkar.wg12@wharton.upenn.edu  
Northwestern University, Evanston, IL  
B.A., Mathematical Methods in the  
Social Sciences and Economics, 2005

An opportunity to improve operations and quality within a healthcare services or delivery provider.

### **Kaiser Permanente, Oakland, CA**

*Senior Consulting Associate, Summer 2011*

Created a prioritization process for converting forms to an online format to optimize patient convenience and decrease costs. Designed performance improvement program to reduce surgical site infections (SSI) by analyzing harm, evaluating cost/benefit of interventions and developing a clinician operations playbook. Influenced clinical executives to approve the SSI reduction initiative which will reduce deaths and length of hospital stay. Engaged specialty physicians to define and measure consult response times to improve hospital efficiency.

### **Mercer, Inc, Chicago, IL**

*Associate, 2008-2010*

*Analyst, 2007-2008*

Provided executive and broad-based compensation consulting services to healthcare and insurance organizations. Designed hospital bonus and profit-sharing programs by determining eligibility, performance goals, and payout formulas, resulting in pay mix alignment and substantial incentive to attain business goals. Built performance management programs for companies with 4,000+ employees to drive individual/corporate performance.

### **Guy Carpenter and Company, Chicago, IL**

*Risk Analyst, 2005-2007*

Calculated client risk tolerance and marketed clients' businesses to reinsurance partners to generate affordable reinsurance solutions that minimized catastrophic damages.





## Ofer Waks

ofer.waks.wg12@wharton.upenn.edu  
Ben Gurion University, Beer Sheva, Israel  
B.Pharm, Pharmacy, 2007

An opportunity to leverage my pharmaceutical expertise and my interest in strategic planning in a strategy or product development role in the healthcare industry.

### Novartis Vaccines and Diagnostics, Cambridge, MA

*Strategic Marketing Intern,  
U.S. Marketing, Summer 2011*

Developed web consumer marketing strategy and implementation pathways following in-depth analysis of consumer behaviors and market trends. Forecasted revenues and identified key market trends for upcoming pipelined products, allowing improved development of annual marketing plan for new product launch. Led initial phase development and tactics implementation for physician focused disease awareness campaign, and improved data driven research by managing external agency involvement.

### PPD, Tel-Aviv, Israel

*Clinical Research Associate,  
2008-2010*

Led early-phase business development of new clinical studies by negotiating physician participation, increasing annual project volume by over 7.5%. Enhanced scope of QA department and developed process improvements that led to 40% operational cost savings. Created action plans ensuring increased effectiveness of long term planning in a variety of therapeutic areas through data analysis.

### Maccabi Health Care Services, Tel-Aviv, Israel

*Pharmacist, Tel-Aviv Region, 2007-2008*

Developed marketing strategy for English speaking clientele by establishing in-house separate service units, leading to 20% increase in recurring business. Increased sales by 72% by developing a display and checkout placement strategy.



## Dongyk Yoon

dongyk.yoon.wg12@wharton.upenn.edu  
Yonsei University, Seoul, Korea  
B.S., Electrical and Electronic Engineering, 2007

An opportunity in product management or strategic planning in the medical device industry.

### The Boston Consulting Group, Seoul, Korea

*Summer Consultant, Summer 2011*

Assessed new healthcare business opportunity for the largest telecom company in Korea; identified 3 major business area and developed initial entrance strategy. Developed financial forecasting model for different acquisition alternatives and expansion scenarios. Performed 10 year revenue and EBITDA forecast for potential acquisitions of global healthcare companies.

### Johnson & Johnson Medical, Seoul, Korea

*Senior Product Specialist, 2010  
Product Specialist, 2007-2009*

Exceeded full-year individual sales target for 3 consecutive years through deployment of new sales and marketing strategy; annual sales revenue grew by 14% in 2007, by 30% in 2008 and by 28% in 2009. Worked with Asia Pacific office to initiate quarterly live surgery workshop, which helped surgeons practice new surgical technique at Laboratory Animal Center and provided customers unique value of having partnership with J&J. Led dealer team to pursue sales opportunities in small and medium-sized accounts based on market segmentation analysis, and secured 50% revenue growth by focusing sales efforts on high potential hospitals. Selected as a first ever junior employee to receive Asia Pacific top performer award for outstanding professional achievement.

*Marketing Intern, Summer 2006*

Designed and developed intranet-based tool, which improved accessibility of sales and marketing materials and daily operational efficiency.



## Marina V. Zeltser

marina.zeltser.wg12@wharton.upenn.edu  
Columbia University, New York, NY  
B.A., Biology, 2007  
Robert Wood Johnson Medical School,  
New Brunswick, NJ  
M.D. Candidate, 2013

An opportunity to leverage my clinical and business expertise to lead positive change in healthcare delivery.

### Accenture, New York, NY

*Consultant - Health Strategy, Summer 2011*

Supported consumerism strategy for major regional health payer. Provided subject matter expertise on provider health systems. Personally requested by client for support on related projects. Developed internal knowledge on tax implications of health reform facing insurers.

### Wharton Small Business Development Center

*Health Practice Leader, 2010-present*

Provide strategic insight for CEOs of health start-up companies. Presented market entry strategy for start-up medical device company. Conducted strategic partnership analysis for pilot ACO. Promoted from consultant level to provide industry expertise, help manage client relationships, and support consultants.

### National Healthcare Quality & Safety Leadership Institute, Philadelphia, PA

*Founder and Co-Director, 2008-present*

Conceptualized first national training program on healthcare quality/safety for medical trainees; secured multi-year funding and collaborated with faculty to annually develop and teach the curriculum. Invited as student representative to national thought-leader meeting on medical education reform on patient safety; co-author of report released by the National Patient Safety Foundation. Featured in Modern Healthcare magazine.

# Administration

THOMAS S. ROBERTSON, PH.D.

Dean,  
The Wharton School

HOWARD KAUFOLD, PH.D.

Vice Dean and Director,  
The Wharton Graduate Division

LAWTON R. BURNS, PH.D., M.B.A.

Chair,  
Health Care Management Department, The Wharton School;  
Director,  
MBA Program in Health Care Management

JUNE M. KINNEY, M.A.

Associate Director,  
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



# 2011 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.

## **SANDIP AGARWALA**

Senior Associate  
Celtic Pharmaceutical Management LP  
New York, NY

## **AMEYA AGGE**

Principal  
Apax Partners  
London, UK

## **EUGENE AN**

Product Manager  
Genentech  
South San Francisco, CA

## **HEATHER ASPRAS**

Market Research Analyst  
– Marketing Management  
Associate Program  
Merck & Co.  
North Wales, PA

## **DAVID BAIADA**

Division Director, Practice Leader  
Bayada Nurses  
Moorestown, NJ

## **VIKRAM BAKHRU, MD**

Director of Clinical Procurement  
New York Presbyterian Hospital  
New York, NY

## **JOHN BARKETT**

Policy Analyst  
Office of Health Reform  
US Department of Health  
and Human Services  
Washington, DC

## **PETER R. BARNETT, DMD**

President  
Star Ranch Dental  
Plano, TX

## **KEELY BECK**

Director, Business & Commercial  
Analysis – Oncology  
GlaxoSmithKline  
Collegeville, PA

## **ALI BEHBAHANI**

Principal  
New Enterprise Associates  
Washington, DC

## **ERIC BELL**

Senior Director of Investment Strategy,  
Life Sciences  
Invention Development Fund,  
Intellectual Ventures  
Seattle, WA

## **W. RYAN BERGER**

Managerial Consultant  
Kaiser Permanente  
Santa Monica, CA

## **LINDA BERNIER**

Senior Vice President,  
Product Portfolio Management  
TriZetto  
Boston, MA

## **AJAY BIJOOR**

Vice President  
Miller Buckfire & Co.  
New York, NY

## **KERUN BINDRA**

Senior Manager,  
Corporate Development & Strategy  
Medimmune  
Vienna, VA

## **ADAM BIRNBAUM**

Corporate Development Associate  
Medtronic  
Minneapolis, MN

## **DARREN BLACK**

Partner  
SV Life Sciences  
Boston, MA

## **KATHERINE BOCK**

Associate,  
Health Care Investment Banking  
Lazard Freres & Co. LLC  
San Francisco, CA

## **JAMES P. BODINE**

Managing Director  
BB&T Capital Markets  
– Healthcare Finance Group  
Philadelphia, PA

## **DANIEL BRANCO, MD, PHD**

Founder  
DMBranco  
São Paulo, SP – Brazil

## **SAM BRASCH**

Director  
Kaiser Permanente Ventures  
Oakland, CA

## **TOM L. BROD**

Independent Consultant  
North Shores Consulting  
Evanston, IL

## **KARA FOWLER BROTEMARKLE**

Market Planning Manager  
Genentech  
South San Francisco, CA

## **LUCAS BUCHANAN**

Senior Director of Marketing  
and Business Development  
Silk Road Medical, Inc.  
Sunnyvale, CA

## **SCOTT CANNIZZARO, PHD**

Senior Director  
Johnson & Johnson  
Radnor, PA

## **WILLIS CHANDLER**

Senior Vice President,  
Network Development  
Umass Memorial Health Care  
Worcester, MA

## **THIERRY CHAUCHÉ**

Director  
Novartis Pharmaceuticals  
East Hanover, NJ

## **GEORGE CHEN, MD**

Vice President  
J&J Pharmaceutical RnD  
Shanghai, China

## **GLADYS CHEN**

Product Director  
Johnson & Johnson Corporation  
Royersford, PA

## **LU CHEN**

Project Leader  
The Boston Consulting Group  
New York, NY

## **BRIAN G. CHOI, MD**

Assistant Professor of Medicine;  
Co-Director, Advanced Cardiac Imaging  
George Washington University  
Washington, DC

## **GLENN CHONG**

Senior Director  
Rady Children's Way  
San Diego, CA

## **EDUARDO A. CISNEROS**

Co-Founder  
symbeo  
Bloomfield, NJ

## **BRETT COHEN**

Regional Vice President, Operations  
Kindred Healthcare  
Andover, MA

*continued on next page*

# Health Care Program Mentors

*continued*

## **ROBB A. COHEN**

Chief Government Affairs Officer  
XLHealth  
Baltimore, MD

## **REBECCA COOKE**

Vice Dean for Administration and Finance  
Perelman School of Medicine at the  
University of Pennsylvania  
Philadelphia, PA

## **DANIEL J. CURRAN, MD**

Vice President, Corporate Development  
Millennium: The Takeda  
Oncology Company  
Cambridge, MA

## **JAMES A. DATIN**

Executive Vice President and  
Managing Director,  
Life Sciences Group  
Safeguard Scientifics, Inc.  
Wayne, PA

## **STEVEN J. DAVIDSON, MD**

Chief Medical Informatics Officer  
Maimonides Medical Center  
Brooklyn, NY

## **ERIC DAVIS**

Senior Director, Innovation  
Abbott Diabetes Care  
Alameda, CA

## **SETH DEMAINE**

Analyst  
SAC Capital Advisors  
New York, NY

## **CAYCE DENTON**

Associate  
TPG Biotech  
San Francisco, CA

## **LISA DUTTON**

Director, Performance Improvement  
VHA East Coast, Inc.  
Trevose, PA

## **Z. COLETTE EDWARDS, MD**

Vice President and  
Senior Market Medical Executive  
CIGNA HealthCare  
Columbia, MD

## **LISA EGBUONU-DAVIS, MD, MPH**

Executive Advisor  
Booz Allen Hamilton  
Rockville, MD

## **RAMI ELGHANDOUR**

Associate, Venture Investments  
Johnson & Johnson Development Corp.  
Fremont, CA

## **MYRIAM EXUMÉ**

Director, Apixaban Global Marketing  
Bristol-Myers Squibb Co.  
Princeton, NJ

## **DANIEL FAGA**

Principal  
Centerview Partners  
San Francisco, CA

## **XIAOMING "MING" FANG**

Associate  
McKinsey Corporate Finance  
Singapore / Asia

## **EVAN S. FIELDSTON, MD, MSH**

Assistant Professor of Pediatrics  
Perelman School of Medicine at  
the University of Pennsylvania  
Attending Physician,  
Division of General Pediatrics  
The Children's Hospital of Philadelphia  
Philadelphia, PA

## **THOMAS J. (T.J.) FILIP, DMD**

Dentist  
Garber Dental  
Bala Cynwyd, PA

## **CHRISTOPHER FIKRY, MD**

Senior Director, Commercial Operations  
Novartis Vaccines and Diagnostics  
Jersey City, NJ

## **BRIAN E. FLANIGAN**

Principal  
Deloitte Consulting LLP  
Chicago, IL

## **KATE J. FLYNN**

President  
Health Care Improvement Foundation  
Philadelphia, PA

## **SHAUN FRANCIS**

CEO and Chairman  
Medcan Health Management Inc.  
Toronto, Ontario, Canada

## **BARRY R. FRANKEL**

Managing Director  
Frankel Group LLC  
New York, NY

## **SCOTT A. FREISHTAT**

Investment Professional  
Middle Market Group  
H.I.G. Capital  
New York, NY

## **J.P. GALLAGHER**

President, Evanston Hospital  
Evanston Hospital, NorthShore University  
HealthSystem  
Evanston, IL

## **MICHELE GALLUCCI**

Senior Director, Business Development  
Medco Health Solutions Inc  
Franklin Lakes, NJ

## **KATE GEORGEN**

Director, Commercial Assessment  
Ortho-Clinical Diagnostics  
(a J&J Company)  
Raritan, NJ

## **MARIA A. GINGERICH**

Independent Consultant  
Seattle, WA

## **JEFFREY GOODWIN**

Government Relations Associate  
EmblemHealth  
New York, NY

## **JASON P. GUPTA**

Healthcare Equity Analyst  
Bennett Lawrence Management  
New York, NY

## **TODD GUREN**

Product Development Manager  
Providence Health Plans  
Portland, OR





**CRISTINA GUTIERREZ**  
Director of Marketing  
iRhythm Technologies, Inc.  
San Francisco, CA

**PHILIP GUTRY**  
Principal  
MPM Capital  
South San Francisco, CA

**ALISON K. HAGAN**  
Senior Manager  
Deloitte Consulting  
San Francisco, CA

**CAROLYN MAGILL HANSON**  
Chief Operating Officer,  
NJ Health Plan (Medicare / Medicaid)  
UnitedHealth Group  
Newark, NJ

**YUJIRO STEVE HATA**  
Vice President,  
Corporate Development & Strategy  
Onyx Pharmaceuticals  
South San Francisco, CA

**BOSUN HAU**  
Partner  
MVM Life Science Partners  
Boston, MA

**LAUREN D. HAY**  
Vice President  
DRI Capital Inc.  
Toronto, Ontario, Canada

**JEFF HENSEL**  
Associate  
Booz & Company  
Florham Park, NJ

**BRUCE W. HERDMAN, PHD**  
Chief of Medical Operations  
Philadelphia Prison System  
Philadelphia, PA

**SCOTT HIRSCH**  
Healthcare Sector Analyst (Hedge Fund)  
Plural Investments LLC  
New York, NY

**BRUCE A. HOCHSTADT, MD**  
Partner  
Mercer  
Chicago, IL

**SAMUEL H. HOLLIDAY**  
Associate,  
Healthcare Investment Banking  
J.P. Morgan  
New York, NY

**BRIAN HOLZER**  
Director, Strategy and Operations  
–Neulasta/Neupogen  
Amgen Inc.  
Thousand Oaks, CA

**JARED P. HOPKINS**  
Finance Senior Manager,  
Strategic and Enterprise Analysis  
University of Michigan Health System  
Ann Arbor, MI

**MARK HURWICH**  
Partner  
The London Perret Roche Group, LLC  
Upper Montclair, NJ

**NOUHAD HUSSEINI**  
Senior Manager, Business Development  
Genentech  
South San Francisco, CA

**MUDIT K. JAIN**  
Partner  
Synergy Life Science Partners  
Portola Valley, CA

**VIVEK K. JAYARAMAN**  
Vice President – Commercial Operations  
TriVascular, Inc.  
Santa Rosa, CA

**TRACY K. JOHNSON**  
Vice President  
Health Strategies and Solution  
Philadelphia, PA

**VIKRAM JOSHI**  
Founder and CEO  
Proxim Diagnostics Corp.  
Sunnyvale, CA

**LAN KANG**  
General Manager, Human Resources  
and Corporate Planning  
and Development Director  
Fosum International  
Shanghai, China

**VIKRAM KAPUR**  
Manager  
Bain & Company Inc.  
New York, NY

**DANIEL J. KARP**  
Director, Transactions,  
Worldwide Business Development  
Pfizer, Inc.  
New York, NY

**AMRITHA KASTURIRANGAN**  
Assistant Vice President/  
Research Analyst  
Franklin Templeton Investments  
Chennai, Tamil Nadu, India

**KARL M. KELLNER**  
Partner  
McKinsey & Company  
New York, NY

**KEITH KERMAN, MD**  
Managing Director  
Primus Capital funds  
Cleveland, OH

**RON C. KERO**  
Senior Director Business Development  
VHA West Coast and Pacific Northwest  
Renton, WA

**DAVE KERWAR**  
Director, Provider Markets  
TriZetto  
Boston, MA

**RUHI KHAN**  
Vice President, Business Development  
Acorda Therapeutics  
Hawthorne, NY

**LORENCE KIM, MD**  
Managing Director  
Goldman Sachs  
New York, NY

**JANHAVI KIRTANE**  
Senior Program Office,  
Beacon Communities Program  
Health and Human Services/  
Office of National Coordinator  
Washington, DC

**LESLIE RHEE KOBY**  
Senior Manager  
Pfizer Inc.  
New York, NY

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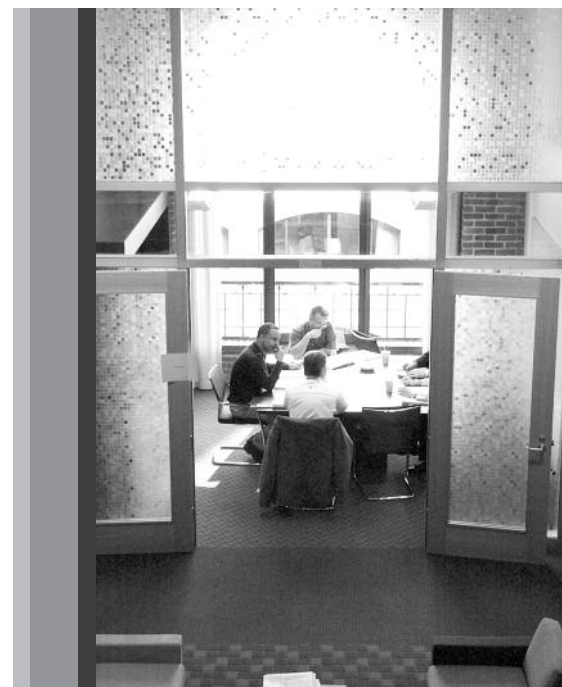
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