



# Brandeis

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THE HELLER SCHOOL  
FOR SOCIAL POLICY  
AND MANAGEMENT

## EXECUTIVE

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# MBA

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## FOR PHYSICIANS

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AN ACCELERATED 16-MONTH PROGRAM  
FOR PHYSICIAN LEADERS

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## The Heller Executive MBA for Physicians

### Improving patient care experiences, clinical outcomes, and decision-making efficiency

The Heller School's Executive MBA (EMBA) for Physicians is focused on improving clinical outcomes, financial performance, and patient experiences in healthcare organizations. It is designed for practicing physicians who are – or seek to be – in executive positions of management or leadership. The accelerated 16-month program trains physician leaders in the new science of medicine and management by integrating students' medical expertise with new knowledge in critical areas ranging from health policy and economics to operations, high performance leadership, and healthcare innovation.

### Why do physicians need an MBA?

Today's highly complex healthcare landscape is rife with medical reforms and regulations that challenge established management assumptions and behaviors. At the same time, healthcare demands high quality, patient-centered care and dramatically decreased costs. Leaders must have advanced expertise in both clinical care and management to ensure optimal medical outcomes and robust financial performance.

Neither medical nor business schools teach this essential combination of medicine and management required to lead the 21st-century healthcare institution or practice. The Heller School's Executive MBA for Physicians enables MDs, DOs, and DMDs to leverage best practices (and next practices), master management strategies, and link management science with clinical operations to improve patient care, financial performance, and staff productivity.

**“Compared to a traditional EMBA, this one taught the subjects with a healthcare focus. My interests aligned much better with my classmates; we all speak the same language and understand each other.”**

**Amir Taghinia, MD, MBA**  
Staff Surgeon  
Boston Children's Hospital

**“The balance of on-site and remote classes works incredibly well. The technology and conduct of the remote sessions keep you in close contact with classmates, which is an essential component of the program.”**

**Evan Lipsitz, MD, MBA**  
Chief, Division of Vascular and Endovascular Surgery  
Montefiore Medical Center and the Albert Einstein College of Medicine

**“I had the benefit of being in class with other physicians who are so accomplished that I learned from them daily. The collective intelligence in the room can't be surpassed.”**

**Tanaz R. Ferzandi, MD, MBA, MS**  
Director, Division of Urogynecology and Pelvic Reconstructive Surgery  
Tufts Medical Center







## Program Structure

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The EMBA for Physicians is an accelerated 16-month program consisting of online learning combined with four 10-day on-campus sessions. Designed to fit within the busy schedules and critical responsibilities of practicing MDs, DOs, and DMDs, the program enrolls 30-35 physicians in January who complete the program in May of the following year.

### Schedule

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The EMBA program consists of four academic semesters. Each semester contains an on-campus residency, which begins on a Thursday evening and ends 10 days later on a Sunday afternoon. There are coordinated online individual and group learning sessions in addition to these residencies.

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|-------------------|--|
| <b>Semester 1</b> | <ul style="list-style-type: none"> <li>▪ Residency: 10 days in January</li> <li>▪ Online learning: January to April</li> </ul>     |
| <b>Semester 2</b> | <ul style="list-style-type: none"> <li>▪ Residency: 10 days in May</li> <li>▪ Online learning: May to August</li> </ul>            |
| <b>Semester 3</b> | <ul style="list-style-type: none"> <li>▪ Online learning: September to January</li> <li>▪ Residency: 10 days in January</li> </ul> |
| <b>Semester 4</b> | <ul style="list-style-type: none"> <li>▪ Online learning: January to May</li> <li>▪ Residency: 10 days in May</li> </ul>           |

### Sample Courses

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The curriculum includes management and policy courses with a focus on healthcare, such as:

- Operations Management
- Leadership and Organizational Behavior
- Managerial Accounting
- Marketing
- Physicians Executive Field Experience
- Leadership Coaching

### Modes of learning

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The EMBA curriculum is designed to integrate new knowledge with practical skills to address current and future challenges facing physician leaders. The modes of learning encourage student engagement, peer interaction, and faculty mentorship, as well as incorporation of the students' own leadership experiences. Examples include traditional classroom lectures with individual and team projects, webinars, online independent work modules, case studies and applied learning assignments, simulation exercises, and assessments that integrate knowledge across courses.

#### There will be several major projects over the 16 months including:

- 360-degree leadership assessment with feedback and individual and group executive coaching
- Leadership shadowing experience during which each student spends time shadowing and learning from a selected leader in their organization
- Process improvement capstone project in which individuals identify a significant leadership or organizational challenge within their institutions and undertake a change management initiative from proposal to completion

## The Heller Difference

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Heller combines deep experience providing executive education to physicians, a faculty composed of leading healthcare scholars and practitioners, and on-campus research institutes that continually advance the knowledge, best practices, and future thinking within the field.

### Experience

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The Heller School has been on the forefront of educating future and practicing physicians since 1995. During that time, we have gained extensive experience delivering programs that help physicians improve the quality, efficiency, and accessibility of healthcare. Our programs include:

- A longstanding dual MBA/MD in partnership with Tufts University School of Medicine – a program that allows students to master a broad combination of medical and management skills in just four years
- The Brandeis Leadership Program in Health Policy and Management (BHLPM) – an annual program sponsored by the American College of Surgeons, the Thoracic Surgery Foundation for Research and Education, and 14 surgical societies
- The Tufts University School of Medicine/Brandeis University Leadership Academy – an experiential, practice-based program for senior-level aspiring and current leaders in the Tufts Medical Center healthcare system
- The Heller School-Hanley Center PELI Advanced Executive Leadership Course – a partnership program with Maine’s statewide Physician Executive Leadership Institute (PELI)
- The Executive MBA for Physicians program – our most recent offering, building on the above expertise

### Faculty

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Our faculty includes academics and physicians on the front lines of medical practice and policy. Heading the faculty is the program’s director, Dr. Jon A. Chilingirian, PhD, a professor at Brandeis and professor of public health and community medicine at Tufts School of Medicine. He is co-author of the book, *International Health Care Management*. Dr. Chilingirian is joined by many senior Brandeis faculty, including Dr. Stuart Altman, PhD, the Sol C. Chaikin Professor of National Health Policy at the Heller School, who serves as chairman of the Health Policy Commission for the Commonwealth of Massachusetts. He has been named one of the “100 Most Powerful People in Healthcare” for consecutive years by *Modern Healthcare* magazine. In addition, Dr. Jody Hoffer Gittel, PhD is the founder of the Relational Coordination Research Collaborative, which brings practitioners together to help organizations build relational coordination for high performance. Her research explores how workers, leaders, and customers contribute to quality and efficiency through their coordinated efforts.



### A Message from the Program Director

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When considering the future of clinical practice and the delivery of healthcare services, there is a growing need to train every physician to be a more effective leader and a collaborative team player. Physicians are uniquely positioned to be leaders owing

to their central role in clinical decision making, working with clinical and nonclinical teams, and managing patient care. Growing evidence suggests that managers with clinical backgrounds can run better healthcare organizations. Nevertheless, physicians may not be prepared to lead. Through our program, you will develop tools to better navigate these complexities.

Please contact us to explore how we can help you gain confidence in leadership roles and advocate for the physician’s perspective in your organizations.

**We look forward to working with you.**  
**Jon Chilingirian, PhD**

## Admissions

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To be eligible for admission, applicants are required to have a medical doctorate (MD, DO, or DMD) from an accredited institution or the foreign equivalent. Application requirements include: a completed application form, medical school transcripts, and a resume or curriculum vitae.

## Financial Aid

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EMBA candidates who are U.S. citizens or permanent residents are eligible for Federal Stafford Loans and Graduate PLUS Loans. Private loans may also be available. The Heller School participates in the Post-9/11 GI Bill Yellow Ribbon Program (YRP).

Admission application and financial aid forms can be found on the EMBA for Physicians website.

## Contact Us

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