Because change brings opportunity.
Welcome to the business program that offers a degree of distinction.

Health care is the largest sector of the US economy and it is rapidly growing. The industry is in an era of significant change. As organizations respond to reform, they turn to leaders who have the management expertise to effect change in the new health care landscape of performance-based payment systems, population health management, and accountable care.

Our unique approach has trained health care leaders for decades.

Simon’s cross-functional and economics-based curriculum provides a framework for strategic decision-making that overcomes challenges and makes the most of dynamic opportunities to lead your team through regulatory changes and technological developments.

Simon instructors have decades of experience consulting in the health care industry and teaching health care professionals. They are recognized globally as leaders in organizational economics, finance, accounting, strategy, and operations.

Quality students make for a quality experience.

Along with an immersive academic program, our collaborative environment gives you the opportunity to create more meaningful relationships with faculty, staff, and fellow students. Study teams benefit from a cohort of experienced professionals and classroom instruction is led by expert faculty for an impactful experience that generates returns from day one.
Fred Borrelli
Chief Operating Officer
Yale Medical Group
‘94S (MBA)
‘07S (MS) Medical Management

Nearly 12 years after earning his MBA from Simon, Fred Borrelli looked at the changing world of health care and decided to further specialize his business education. “The MS degree focused on health care,” he says, “which is very important because this industry is not like any other private business.”

Now the COO for Yale Medical Group, with 27 different locations across Connecticut, Borrelli still sees a growing need for medical professionals who have business training. “More demands are being placed on physicians to not only be a good clinician,” he says, “but also a very good businessperson.”

“Although I had my MBA and quite a bit of health care experience, I knew the Simon MS program would offer an in-depth business perspective and new insights to the industry’s unique economic environment.”
Gain the insight to lead an evolving industry.

Health care organizations must address fundamental issues such as what organizational structures are needed to succeed under population health management and how to best coordinate care across a continuum. Leaders need answers today to keep pace with industry evolution.

Benefit from a collaborative classroom experience.

MS in Health Care Management students come from a variety of health care disciplines including physicians, nurses, allied health professionals, health care administrators, and researchers. As part of a highly engaged study team, you will draw on the unique insights of your classmates to master the skills and knowledge provided by our expert instructors. The collaborative nature of our program allows you to develop a network of professionals and lifelong friends that will serve as a resource throughout your career. You will also interact with peers from other Simon MS in NYC weekend programs in guest lectures and during residency weeks.

An accelerated format tailored to your needs.

Our alternate weekend classes and concentrated residency weeks provide an ideal format to balance the many demands on your time. The accelerated, but manageable pace boosts your career potential in just 13 months of dedicated study.

Diverse Perspectives

Simon Health Care Management cohorts include a balanced mix of backgrounds:

- Physicians
- Nurses
- Nurse Practitioners
- Physician Assistants
- Pharmacists
- Physical/Occupational Therapists
- Hospital and Program Administrators
- Private Practice Administrators
- Medical Researchers
- Industry Consultants
- Human Resource Managers
- Financial Analysts
- Accountants
- Operations and Logistics Managers
- Project Managers

“Before Simon, the business side of health care was essentially opaque to me. I had a limited understanding of finance, accounting, business plans, and operations. I learned something I could use on the job every week of the program.”

Jamie E. Kerr, MD

Vice President and Chief Medical Officer for Utilization Management

Excellus BlueCross BlueShield

‘07S (MS) Medical Management

Dr. Jamie Kerr enjoyed a 20-year career as a University of Rochester Medical Center clinical faculty member before accepting a position at Excellus BlueCross BlueShield overseeing a team responsible for dialoguing with physicians and conducting clinical reviews.

“After moving to Excellus BCBS, I learned a great deal,” she recalls. “But, in order to do my job well, I needed a deeper understanding of the work.” She credits Simon’s Medical Management program with helping her build important business skills. “The curriculum provided me with a foundation in operations, marketing, and the language of health care financing,” she says. “I am a more effective leader.”
Our expert faculty. Your invaluable resource.

Our smaller class size means you will work closely with some of the world’s most recognized thought leaders in health care, finance, accounting, economics, management, corporate strategy, and marketing. Simon faculty members are independent thinkers who bring exceptional knowledge, experience, and passion to approaching and solving real-world business problems.

An elite group of worldwide experts.

Simon Business School has one of the most respected faculty in the world, excelling in both teaching and research. Our faculty’s cutting-edge research is frequently published and often cited. Several faculty members also serve as editors of leading journals, some of which are published at Simon Business School.

Experience that reaches beyond the classroom.

Simon faculty members advise hospitals, accountable care organizations, physician groups, pharmaceutical firms, and consulting firms, and interact with both the business community and regulatory bodies. They serve on boards of health care providers, financial institutions, law firms, and key organizations such as the Securities and Exchange Commission. Our Rochester-based professors travel to New York City and are present throughout the weekend sessions. You will have unparalleled access beyond class lectures, with opportunities to gather helpful advice to bring back to the office.

List of faculty

Guy Arie, PhD, Economics and Strategy
Northwestern University

James A. Brickley, PhD, Finance
University of Oregon

Paul Ellickson, PhD, Economics
Massachusetts Institute of Technology

Ron Goettler, PhD, Economics
Yale University

Glenn Huels, MBA
Rochester Institute of Technology
Former VP, Bausch + Lomb

Sudarshan Jayaraman, PhD, Accounting
University of North Carolina, Chapel Hill

David Klein, MBA
University of Chicago, former CEO of Excellus BlueCross BlueShield

Diana Knyazeva, PhD, Economics
New York University

Ravi Mantena, PhD, Information Systems
New York University

Sam Ogie, MBA
University of Rochester
Director, Simon Health Care Programs

Abraham Seidmann, PhD, Industrial Engineering
Texas Tech University

Vera Tilson, PhD, Operations Management
Case Western Reserve University

Gerard J. Wedig, PhD, Economics
Harvard University

Vera Tilson, PhD
Assistant Professor of Operations Management

GROUNDBREAKING RESEARCH

Regularly published in top academic journals, Simon’s faculty research relates directly to current, real-world issues facing health care organizations.
Our curriculum works to strengthen your potential.

The MS in Health Care Management curriculum provides a solid business foundation through an immersive academic experience that consists of in-class instruction, residency weeks, lectures from senior health care leaders, and team projects.

A curriculum designed for maximum impact.

The NYC MS in Health Care Management curriculum provides students with a solid management education and a robust understanding of the health care industry. The program consists of six core courses from the Simon MBA curriculum and six health care courses covering key topics such as industry structure and reform, financing, insurance, operations, information technology, and investments.

At the end of the program, our Medical Entrepreneurship Business Plan Project lets study teams apply their knowledge to a real-world situation selected by team members with faculty guidance. Typical projects include developing business plans for new or existing services, and identifying opportunities to improve clinical quality and efficiency.

Our lockstep program leads to effective learning.

The program begins with an orientation week focusing on the structure and financing of the health care industry. In subsequent modules in NYC, six foundational courses strengthen core knowledge. The focus then intensifies, integrating key concepts with faculty insights. Students gain a full appreciation of the frameworks that brought Simon to the forefront of management education.

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### Core Modules

- Core Economics for MS Students
- Core Statistics for MS Students
- Capital Budgeting and Corporate Objectives
- Organization and Strategy
- Corporate Financial Accounting
- Competitive Strategy

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### Business Modules

- Business Economics for the Health Care Industry
- Managerial Accounting for Health Care Organizations
- Corporate Finance for Health Care Organizations
- Managing Health Care Operations
- Creating and Using Information to Manage Health Care
- Medical Entrepreneurship (Business Plan Project)

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**Professors challenge you beyond what you thought possible.**

**James A. Brickley**
Gleason Professor of Business Administration
Professor Brickley’s research and teaching interests are in the economics of organizations, corporate governance and compensation policy, corporate finance, and franchising. In addition to his academic interests, he has been a consultant to major corporations and not-for-profit organizations on strategy, valuations, incentives, and organizational architecture.

**Abraham Seidmann**
Xerox Professor of Computers and Information Systems and Operations Management
Professor Seidmann has consulted with many of the world’s leading industrial and service corporations. His current research and consulting activities include medical informatics, e-commerce, business process design, optimal resource allocation, and performance modeling for capacity planning and pricing.

**Gerard J. Wedig**
Associate Professor of Business Administration
Professor Wedig has consulted to numerous medical organizations including hospitals, accountable care organizations, physician groups, pharmaceutical firms, and consulting firms on issues of health care finance, economics, and strategy. Professor Wedig’s research interests include governance of health care and not-for-profit entities, the incentive effects of payment systems, and determinants of private sector fees.
Our 13-month program is tailored to you.

Alternate weekend modules in New York City provide concentrated classroom and subsequent study time. Students work in highly functional study teams for additional support and accelerated learning. The residency weeks occur once each calendar year of the program, which helps balance time away from the office over a manageable time period.

We understand today’s working professionals.
At Simon Business School, we’re here to help you maintain the balance of your personal and professional life while you expand your business expertise. Our tools and resources ensure that the time you invest in your education will bring returns for the work you are doing today and the rest of your career.

We’ll take care of it.
Simon’s NYC staff handle even the smallest details for you, including books, software, and meals on each class day so you can stay focused on your studies. Together with career advice and connection to mentors in the Simon and University of Rochester alumni community, we are committed to supporting your success.

Residency weeks
The residency weeks offer students the opportunity to immerse themselves into the Simon experience by bringing them to our picturesque University campus in Upstate New York. The first residency week serves as the official start to the first two courses in the program. Students work closely with Simon professors, meet guest lecturers, tour key organizations, and network with each other and Simon alumni to round out their graduate management education.

The program concludes with a second residency week in Rochester, where students will present business plans, attend guest lectures, and study medical entrepreneurship from instructors who are known worldwide as leaders in the field. Round trip travel from New York City and accommodations for residency weeks are included in program fees.
An option that offers even greater rewards.

Simon continues to expand our New York City offerings with signature academic programs and special events that attract everyone from early career professionals to experienced health care practitioners and executives.

A unique perspective tailored to NYC professionals.

With our rich history and reputation, Simon’s presence in New York City has grown to include academic programs that were once only available hundreds of miles away. Now with our MS in Finance, MS in Management, and MS in Health Care Management programs in New York City, a growing number of graduates understand the power and value of earning a Simon education while continuing to gain work experience. They also benefit from being members of Simon’s active alumni network, which hosts an array of social events and guest lectures that attract professionals from across the region and around the world.

Expanding our reach to achieve your goals.

As a New York State Education Department-approved Extension Center, Simon is able to bring the unique and powerful analytic and economics-based approach to the Tri-state area. If your career goals warrant further education, supplemental course offerings in New York City and Rochester provide a bridge to the Simon MBA.

MS to MBA

While the majority of MS students are solely interested in the benefits of a specialized graduate degree, we offer the ability to apply all MS credits earned toward the completion of a Simon MBA. With 10 additional required courses—chosen in an individualized plan with your advisor, the opportunity to earn two graduate business degrees is a valuable option to consider.

“I wanted to broaden my professional horizons and have more opportunities. The program at Simon deepened my business perspective and gave me the tools to continue to expand my career.”

Paula A. Fessler, RN, FNP

Vice President
Emergency Medicine Service Line
North Shore-LIJ Health System

“14S (MS) Medical Management

While working in the Emergency Department at Strong Memorial Hospital, Paula Fessler was acutely aware of health care’s changing environment. “I pursued a master’s from Simon to learn more about business operations and the language that goes along with it,” she says. “This knowledge improved processes and allowed us to provide excellent patient care in a cost-effective manner,” she says.

The analytics-based education has also helped Paula land her new executive position. “When I interviewed with North Shore-LIJ Health, my Simon degree was a selling point. Using metrics and identifying barriers will be a key part of creating and maintaining business success,” she says.
A powerful network in NYC and beyond.

It’s about connections. From your cohort study team, where you will learn together what makes Simon a worldwide leader in management education, to the direct access you are given to senior faculty and successful alumni, the power of the Simon network is behind you.

Our home is at the center of it all.

The MS in Health Care Management in New York City program’s home is centrally located in Manhattan, with convenient access from all five boroughs, Long Island, Upstate NY, Connecticut, and New Jersey. Simon New York City-based staff and administration actively support student needs throughout the program, providing class materials, academic advice, career counseling, and referrals.

An alumni network that makes a difference.

With more than 20,000 Simon, University of Rochester, and University of Rochester Medical Center alumni in the Tri-state area, students have access to a dedicated and supportive professional network.

Simon Business School hosts conferences and events in Manhattan, drawing several hundred participants. Individual themes cover a variety of current topics of significant interest to the business community. Guest lectures, panel discussions, and social events with the Simon and University of Rochester alumni communities occur regularly throughout the academic year.

Recent conference speakers

- Jonathan W. Friedberg, MD, MMSc
  Samuel E. Durand Chair in Medicine
  Director, Wilmot Cancer Center
- Ray Dorsey, MD, MBA
  David M. Levy Professor of Neurology
  Director, Center for Human Experimental Therapeutics and Center for Health and Technology, University of Rochester Medical Center
- Steven I. Goldstein, MHA
  President & CEO, Strong Memorial Hospital, University of Rochester Medical Center
- Scott Cooper, MD
  President and CEO
  St. Barnabas Hospital
- William Hall, MD
  Paul Fine Professor of Medicine
  Director, Center for Healthy Aging
  University of Rochester School of Medicine
- Carol Raphael
  AARP Board Chair, former President and CEO of Visiting Nurse Service of NY
- Jeffrey Immelt
  Chairman and CEO
  General Electric
- Jamie Dimon
  Chairman and CEO
  JPMorgan Chase & Co.

“Simon puts a strong emphasis on solving complex real-world problems using a very analytical approach. The business education will help me make better strategic decisions as the health care industry continues to evolve.”

Paul Stuart
Assistant Vice President
Human Resources
Maimonides Medical Center

'15S (MS) Management

Paul had built a career in health care HR before considering a Simon master’s degree. “A better understanding of business decision-making would really round out my education,” he says. “I wanted to gain more expertise in operations, marketing, and finance to be more confident in those areas.” He believes that a solid foundation in business will serve him well as health care evolves. “Things are changing so rapidly that there are a lot of high-level discussions going on about the strategic direction of our medical center,” Paul says. “As I progress in my career, I can participate in those conversations in a meaningful way.”
You will see returns from day one. So will your employer.

Working professionals in the Simon program immediately bring current industry knowledge and actionable ideas back to their organizations. Students learn to streamline processes, improve quality and efficiency, develop new product or service offerings, and create new delivery and financing models.

Benefits that generate returns from the start.
The unique weekend and residency week format of the Simon MS in Health Care Management program allows your education to fit more conveniently into your busy schedule. Working professionals develop new solutions and methods for solving business problems that can be applied to many functions. In addition, employers who send a team of students to our program can opt to have the students work together with a faculty advisor on the capstone business plan project to directly benefit their organizations.

Momentum to propel your career.
Our MS in New York City students have a strong track record of post-graduation advancement and a proven return on investment. Hiring managers looking for professionals with advanced business skills regularly turn to Simon graduates to meet their staffing needs.

Join a network of Simon alumni from these great organizations:
- Aetna Inc.
- Beth Israel Hospital/Medical Center
- Bayer Corporation
- Cigna Healthcare
- Excellus BlueCross BlueShield
- GE Healthcare
- Health Products Research Group
- Howard Hughes Medical Institute
- IMS Health
- Johnson & Johnson
- Maimonides Medical Center
- Maxim Healthcare Services
- MedcoHealth Solutions
- Merck
- Mt. Sinai Medical Center
- Montefiore Medical Center
- North Shore-LIJ Health System
- Novartis
- NYU Medical Center
- Pfizer
- Sultan Healthcare (Div of DENTSPLY)
- Sustainable Health Enterprises
- WellSpan Health
- Yale Medical Group

“More than ever before, health care practices need to pay special attention to operations, finance, and competitive strategy. It’s not enough to assume that an experienced clinician will naturally evolve into a respected businessperson. We cannot continue to practice ‘business as usual’ in health care.”

Michael Mendoza, MD, MPH
Medical Director at Highland Family Medicine, Department of Family Medicine, University of Rochester Medical Center

“125 (MS) Medical Management
“Medical school does not adequately prepare physicians who are motivated to improve health care systems, particularly in a changing and increasingly competitive marketplace,” Michael says. Already an expert medical diagnostician, he was looking for the skills to better analyze business and operational challenges. “I was looking mostly for new ideas and perspectives to inform my performance in my current job,” he says. “Simon has helped me to understand the complexity of problems more fully, and I feel more prepared than ever to effect change to solve them.”
Megan Glaspie, AuD  
Audiologist and Co-owner,  
Finger Lakes Hearing Center, Geneva and Canandaigua, NY

"I needed to understand how my decisions would impact the financial health of the business," she explains. Simon sparked Megan’s entrepreneurial interests. Halfway through the program, she and her husband opened two audiology private practices. Megan has since applied the skills gained at Simon to grow those practices. "I wouldn’t change that decision for the world."

Be part of a community of learners.

Simon students are the best of the best. We seek candidates who are motivated, show evidence of leadership and teamwork, and are focused on career aspirations and academic excellence. Pursuing a Simon master’s degree is a rigorous and challenging enterprise, but the connections you make and the rewards you receive can bring returns that will last a lifetime.

Join an elite cohort with similar goals and equal drive.

Simon Business School evaluates a number of criteria for admissions. Selection is based on the nature and scope of prior work experience, academic achievement, future career aspirations, and the motivation to succeed in a rigorous program. Evidence of leadership and teamwork, in addition to strong communication skills, are also key factors for consideration. Our candidates include early career professionals to division chiefs and program administrators with a wide range of experiences.

Let us support your next step to success.

A limited number of need-based and merit scholarships are also available through the MS in Health Care Management Program Office. Candidates are strongly urged to apply early for consideration.

Financial aid information
Students who are US residents or citizens are eligible for federal or private loans to finance their education. The University administers a full range of federal and private financial aid programs through the University of Rochester Financial Aid Office.

For further information on student loans, contact:
University of Rochester
Financial Aid Office
PO Box 270261
Rochester, NY 14627-0261

Phone:
(585) 275-3226

Toll free if calling in the US:
1-800-881-8234

Online:
https://enrollment.rochester.edu/financial

"Halfway through the program, my husband and I decided to start our own practices. The skills I gained in finance, marketing, and operations were a lifesaver. Going through the program was probably one of the best decisions I have made, given what was happening professionally for us."

Megan Glaspie, AuD  
Audiologist and Co-owner,  
Finger Lakes Hearing Center, Geneva and Canandaigua, NY

12S (MS) Medical Management

Megan enrolled in Simon’s Medical Management program on the recommendation of her colleagues. “I needed to understand how my decisions would impact the financial health of the business,” she explains. Simon sparked Megan’s entrepreneurial interests. Halfway through the program, she and her husband opened two audiology private practices. Megan has since applied the skills gained at Simon to grow those practices. “I would highly recommend the program for anyone who has any sort of decision-making role in a business,” she says.
Ready to apply? Contact our team and learn more today.

Applications for the Simon Master of Science in Health Care Management in New York City are accepted on a rolling basis. Application packets received after the submission deadline will be considered for admission only if space is available. As this is a part-time program, international candidates with full-time student visa (F-1) status cannot be considered for admission.

Contact Us
Janet Anderson, Executive Director, Professional Programs
Simon Business School NYC, University of Rochester
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FAX: (585) 244-3612
E-MAIL: mshcm@simon.rochester.edu
WEBSITE: simon.rochester.edu/mshcm

Key program information
Start Date: Late July
Application Deadline: June 1
Time to Complete: 13 months
Class Schedule: Saturday/Sunday every other weekend (excluding July and August)
Residency Weeks: July 2015 and July 2016 (Rochester)
Courses Required: 12 lockstep courses (3 credit hours each)
GMAT or GRE: Required—waiver possible
Work Experience: Internship and employment history

Application checklist
• Online application form
• Current résumé
• One required essay
• Unofficial transcripts, scanned and uploaded for each university attended
• Test-taker results for GMAT or GRE scores, scanned and uploaded (waiver possible—please contact program staff)
• One letter of recommendation (submitted electronically); a second letter of recommendation is optional
• $150 application fee