





Kevin Schulman

Professor of Medicine (Hospital Medicine) and, by courtesy, of Economics at the Graduate School of Business

 Curriculum Vitae available Online

 Resume available Online

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Bio

BIO

Dr. Schulman was appointed as Professor of Medicine, Associate Chair of Business Development and Strategy in the Department of Medicine, Director of Industry Partnerships and Education for the Clinical Excellence Research Center (CERC) at the Stanford University School of Medicine, and, by courtesy, Professor of Economics at Stanford's Graduate School of Business in June, 2018.

Dr. Schulman's research interests include organizational innovation in health care, health care policy and health economics. With 300 original articles, 80 review articles/commentaries, and 40 case studies/book chapters, Kevin Schulman has had a broad impact on health policy (h-index = 61). His peer-reviewed articles have appeared in the New England Journal of Medicine, JAMA, and Annals of Internal Medicine. He is a member of the editorial/advisory boards of the American Heart Journal, Health Policy, Management and Innovation (www.HMPI.Org), and Senior Associate Editor of Health Services Research.

At Duke's Fuqua School of Business, Dr. Schulman oversaw the growth of the health sector management program, graduating almost 1500 students. He is the Founding Director of the unique Master of Management in Clinical Informatics program (MMCi), originally offered through the Fuqua School of Business and now housed in the Duke University School of Medicine. He has served as a Visiting Professor in General Management at Harvard Business School from 2013-2016, and a visiting scholar from 2016-2018.

He is the Founding President of the Business School Alliance for Health Management (<http://www.BAHM-Alliance.Org>), which is a consortium of the leading business schools offering health management programs.

He is an elected member of ASCI and AAP.

CLINICAL FOCUS

- Internal Medicine

ACADEMIC APPOINTMENTS

- Professor, Medicine

- Professor (By courtesy), Economics

PROFESSIONAL EDUCATION

- Board Certification: Internal Medicine, American Board of Internal Medicine (1991)
- Residency: Hospital of the University of Pennsylvania Dept of Internal Medicine (1991) PA
- Medical Education: New York University School of Medicine (1988) NY

Teaching

COURSES

2019-20

- Health Information Technology and Strategy: MED 286 (Aut)
- Health Information Technology and Strategy: STRAMGT 364 (Aut)

2018-19

- Health Information Technology and Strategy: MED 286 (Spr)
- Health Information Technology and Strategy: STRAMGT 364 (Spr)

Publications

PUBLICATIONS

- **Toward an Effective Innovation Agenda.** *The New England journal of medicine*
Schulman, K. A., Richman, B. D.
2019
- **Evaluating the quality of antihypertensive drugs in Lagos State, Nigeria.** *PloS one*
Ndichu, E. T., Ohiri, K., Sekoni, O., Makinde, O., Schulman, K.
2019; 14 (2): e0211567
- **The relationship between pharmacy benefit managers (PBMs) and the cost of therapies in the US pharmaceutical market: A policy primer for clinicians.** *American heart journal*
Schulman, K. A., Dabora, M.
2018; 206: 113–22
- **The Evolving Pharmaceutical Benefits Market.** *JAMA*
Schulman, K. A., Richman, B. D.
2018; 319 (22): 2269–70
- **Administrative Costs Associated With Physician Billing and Insurance-Related Activities at an Academic Health Care System** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Tseng, P., Kaplan, R. S., Richman, B. D., Shah, M. A., Schulman, K. A.
2018; 319 (7): 691–97
- **Understanding Frequent Emergency Department Use Among Primary Care Patients** *POPULATION HEALTH MANAGEMENT*
Hardy, M., Cho, A., Stavig, A., Bratcher, M., Dillard, J., Greenblatt, L., Schulman, K.
2018; 21 (1): 24–31
- **Modeling the Potential Economic Impact of the Medicare Comprehensive Care for Joint Replacement Episode-Based Payment Model** *JOURNAL OF ARTHROPLASTY*
Maniya, O. Z., Mather, R. C., Attarian, D. E., Mistry, B., Chopra, A., Strickland, M., Schulman, K. A.
2017; 32 (11): 3268–+
- **Trends in Hospital-Physician Integration in Medical Oncology** *AMERICAN JOURNAL OF MANAGED CARE*
Clough, J. D., Dinan, M. A., Schulman, K. A.

2017; 23 (10): 624–27

- **PCSK9 Inhibitors and the Choice Between Innovation, Efficiency, and Affordability** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Mark, D. B., Schulman, K. A.
2017; 318 (8): 711–12
- **Financing and Distribution of Pharmaceuticals in the United States** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Dabora, M. C., Turaga, N., Schulman, K.
2017; 318 (1): 21–22
- **The economics of PCSK-9 inhibitors.** *American heart journal*
Schulman, K. A., Reed, S. D.
2017; 189: 200–201
- **Battling the Chagemaster: A Simple Remedy to Balance Billing for Unavoidable Out-of-Network Care** *AMERICAN JOURNAL OF MANAGED CARE*
Richman, B. D., Kitzman, N., Milstein, A., Schulman, K. A.
2017; 23 (4): E100+
- **Barriers to Achieving Economies of Scale in Analysis of EHR Data A Cautionary Tale** *APPLIED CLINICAL INFORMATICS*
Sendak, M. P., Balu, S., Schulman, K. A.
2017; 8 (3): 826–31
- **Extreme Home Makeover - The Role of Intensive Home Health Care** *NEW ENGLAND JOURNAL OF MEDICINE*
Ticona, L., Schulman, K. A.
2016; 375 (18): 1707–9
- **A Patient Reported Approach to Identify Medical Errors and Improve Patient Safety in the Emergency Department.** *Journal of patient safety*
Glickman, S. W., Mehrotra, A., Shea, C. M., Mayer, C., Strickler, J., Pabers, S., Larson, J., Goldstein, B., Mandelkehr, L., Cairns, C. B., Pines, J. M., Schulman, K. A.
2016
- **Reassessing ACOs and Health Care Reform** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Schulman, K. A., Richman, B. D.
2016; 316 (7): 707–8
- **Patient Preferences for Features of Health Care Delivery Systems: A Discrete Choice Experiment** *HEALTH SERVICES RESEARCH*
Muehlbacher, A. C., Bethge, S., Reed, S. D., Schulman, K. A.
2016; 51 (2): 704–27
- **Health Care Tax Inversions - Robbing Both Peter and Paul** *NEW ENGLAND JOURNAL OF MEDICINE*
Warraich, H., Schulman, K. A.
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- **Options to Promote Competitive Generics Markets in the United States** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Wiske, C. P., Ogbechie, O. A., Schulman, K. A.
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- **Tools for Economic Analysis of Patient Management Interventions in Heart Failure Cost-Effectiveness Model: A Web-based program designed to evaluate the cost-effectiveness of disease management programs in heart failure** *AMERICAN HEART JOURNAL*
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2015; 170 (5): 951–60
- **Specialty Pharmaceuticals for Hyperlipidemia - Impact on Insurance Premiums** *NEW ENGLAND JOURNAL OF MEDICINE*
Schulman, K. A., Balu, S., Reed, S. D.
2015; 373 (17): 1591–93
- **Organizational Characteristics and Patient Experiences With Hospital Care: A Survey Study of Hospital Chief Patient Experience Officers** *AMERICAN JOURNAL OF MEDICAL QUALITY*
Manary, M., Staelin, R., Kosel, K., Schulman, K. A., Glickman, S. W.
2015; 30 (5): 432–40

- **Incremental and independent value of cardiopulmonary exercise test measures and the Seattle Heart Failure Model for prediction of risk in patients with heart failure** *JOURNAL OF HEART AND LUNG TRANSPLANTATION*
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- **Market-Based Solutions to Antitrust Threats - The Rejection of the Partners Settlement** *NEW ENGLAND JOURNAL OF MEDICINE*
Herzlinger, R. E., Richman, B. D., Schulman, K. A.
2015; 372 (14): 1287–89
- **Review: In adult outpatients, nurse-managed protocols improve hemoglobin A(1c) levels and blood pressure** *Commentary ANNALS OF INTERNAL MEDICINE*
Schulman, K. A.
2014; 161 (12): JC6
- **Exploring Variation in Care: Alternative Conceptual Models** *ANNALS OF INTERNAL MEDICINE*
Dinan, M. A., Schulman, K. A.
2014; 161 (11): 835–U130
- **Predicting Nursing Home Placement Among Home- and Community-Based Services Program Participants** *AMERICAN JOURNAL OF MANAGED CARE*
Greiner, M. A., Qualls, L. G., Iwata, I., White, H. K., Molony, S. L., Sullivan, M., Burke, B., Schulman, K. A., Setoguchi, S.
2014; 20 (12): E535–+
- **The Impact Of Specialty Pharmaceuticals As Drivers Of Health Care Costs** *HEALTH AFFAIRS*
Hirsch, B. R., Balu, S., Schulman, K. A.
2014; 33 (10): 1714–20
- **Associations Between Seattle Heart Failure Model Scores and Medical Resource Use and Costs: Findings From HF-ACTION** *JOURNAL OF CARDIAC FAILURE*
Li, Y., Levy, W. C., Neilson, M. P., Ellis, S. J., Whellan, D. J., Schulman, K. A., O'Connor, C. M., Reed, S. D.
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- **Can Team-Based Care Improve Patient Satisfaction? A Systematic Review of Randomized Controlled Trials** *PLOS ONE*
Wen, J., Schulman, K. A.
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- **Shifting toward Defined Contributions - Predicting the Effects** *NEW ENGLAND JOURNAL OF MEDICINE*
Schulman, K. A., Richman, B. D., Herzlinger, R. E.
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- **Removing a Constraint on Hospital Utilization: A Natural Experiment in Maryland** *AMERICAN JOURNAL OF MANAGED CARE*
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- **Health City Cayman Islands and the globalization of health services delivery** *AMERICAN HEART JOURNAL*
Shah, B. R., Narayan, M., Seth, A., Schulman, K. A.
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- **An Evaluation of Mobile Health Application Tools** *JMIR MHEALTH AND UHEALTH*
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- **Impact of Cardiovascular Events on Change in Quality of Life and Utilities in Patients After Myocardial Infarction A VALIANT Study (Valsartan In Acute Myocardial Infarction)** *JACC-HEART FAILURE*
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- **Who Enrolls in the Medicare Part D Prescription Drug Benefit Program? Medication Use Among Patients With Heart Failure** *JOURNAL OF THE AMERICAN HEART ASSOCIATION*
Eapen, Z. J., Hammill, B. G., Setoguchi, S., Schulman, K. A., Peterson, E. D., Hernandez, A. F., Curtis, L. H.
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- **The Mis-Measure of Physician Performance** *AMERICAN JOURNAL OF MANAGED CARE*
Glickman, S. W., Schulman, K. A.
2013; 19 (10): 782–85
- **Financial Incentives in Primary Care Practice The Struggle to Achieve Population Health Goals** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
Dolor, R. J., Schulman, K. A.
2013; 310 (10): 1031–32
- **Medical Resource Use, Costs, and Quality of Life in Patients With Acute Decompensated Heart Failure: Findings From ASCEND-HF** *JOURNAL OF CARDIAC FAILURE*
Reed, S. D., Kaul, P., Li, Y., Eapen, Z. J., Davidson-Ray, L., Schulman, K. A., Massie, B. M., Armstrong, P. W., Starling, R. C., O'Connor, C. M., Hernandez, A. F., Califf, R. M.
2013; 19 (9): 611–20
- **Characteristics of Oncology Clinical Trials Insights From a Systematic Analysis of ClinicalTrials.gov** *JAMA INTERNAL MEDICINE*
Hirsch, B. R., Califf, R. M., Cheng, S. K., Tasneem, A., Horton, J., Chiswell, K., Schulman, K. A., Dilts, D. M., Abernethy, A. P.
2013; 173 (11): 972–79
- **Variations in Use of PET among Medicare Beneficiaries with Non-Small Cell Lung Cancer, 1998-2007** *RADIOLOGY*
Dinan, M. A., Curtis, L. H., Carpenter, W. R., Biddle, A. K., Abernethy, A. P., Patz, E. F., Schulman, K. A., Weinberger, M.
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- **Associations Between Seattle Heart Failure Model Scores and Health Utilities: Findings From HF-ACTION** *JOURNAL OF CARDIAC FAILURE*
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- **A Web-based communication aid for patients with cancer** *CANCER*
Meropol, N. J., Egleston, B. L., Buzaglo, J. S., Balshem, A., Benson, A. B., Cegala, D. J., Cohen, R. B., Collins, M., Diefenbach, M. A., Miller, S. M., Fleisher, L., Millard, J. L., Ross, et al
2013; 119 (7): 1437–45
- **COSTS OF NEWLY DIAGNOSED NEOVASCULAR AGE-RELATED MACULAR DEGENERATION AMONG MEDICARE BENEFICIARIES, 2004-2008** *RETINA-THE JOURNAL OF RETINAL AND VITREOUS DISEASES*
Qualls, L. G., Hammill, B. G., Wang, F., Lad, E. M., Schulman, K. A., Cousins, S. W., Curtis, L. H.
2013; 33 (4): 854–61
- **Cost-effectiveness of the 21-gene recurrence score assay in the context of multifactorial decision making to guide chemotherapy for early-stage breast cancer** *GENETICS IN MEDICINE*
Reed, S. D., Dinan, M. A., Schulman, K. A., Lyman, G. H.
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Dinan, M. A., Carpenter, W. R., Patz, E. F., Abernethy, A. P., Biddle, A. K., Schulman, K. A., Curtis, L. H.
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- **Patient Time Costs Associated with Sensor-Augmented Insulin Pump Therapy for Type 1 Diabetes: Results from the STAR 3 Randomized Trial** *MEDICAL DECISION MAKING*
Kamble, S., Weinfurt, K. P., Schulman, K. A., Reed, S. D.

2013; 33 (2): 215–24

- **Comparative Effectiveness of Nonbiologic versus Biologic Disease-modifying Antirheumatic Drugs for Rheumatoid Arthritis** *JOURNAL OF RHEUMATOLOGY*
DeWitt, E., Li, Y., Curtis, J. R., Glick, H. A., Greenberg, J. D., Anstrom, K. J., Kremer, J. M., Reed, G., Schulman, K. A., Reed, S. D.
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- **The economics of new drugs: can we afford to make progress in a common disease?** *American Society of Clinical Oncology educational book. American Society of Clinical Oncology. Meeting*
Hirsch, B. R., Schulman, K. A.
2013
- **Patient-Centered Health Care Delivery Systems: A Framework**
Muehlbacher, A. C., Bethge, S., Schulman, K. A.
IGITUR, UTRECHT PUBLISHING & ARCHIVING SERVICES.2013
- **Urinary Diversion in Patients With Spinal Cord Injury in the United States** *UROLOGY*
Peterson, A. C., Curtis, L. H., Shea, A. M., Borawski, K. M., Schulman, K. A., Scales, C. D.
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- **A model for the adoption of ICT by health workers in Africa** *INTERNATIONAL JOURNAL OF MEDICAL INFORMATICS*
Jimoh, L., Pate, M. A., Lin, L., Schulman, K. A.
2012; 81 (11): 773–81
- **Proposed 'Grant-And-Access' Program With Price Caps Could Stimulate Development Of Drugs For Very Rare Diseases** *HEALTH AFFAIRS*
Valverde, A. M., Reed, S. D., Schulman, K. A.
2012; 31 (11): 2528–35
- **In-Hospital Resource Use and Medical Costs in the Last Year of Life by Mode of Death (from the HF-ACTION Randomized Controlled Trial)** *AMERICAN JOURNAL OF CARDIOLOGY*
Reed, S. D., Li, Y., Dunlap, M. E., Kraus, W. E., Samsa, G. P., Schulman, K. A., Zile, M. R., Whellan, D. J.
2012; 110 (8): 1150–55
- **Associations Between Hemoglobin Level, Resource Use, and Medical Costs in Patients With Heart Failure: Findings From HF-ACTION** *JOURNAL OF CARDIAC FAILURE*
Reed, S. D., Li, Y., Ellis, S. J., Isitt, J. J., Cheng, S., Schulman, K. A., Whellan, D. J.
2012; 18 (10): 784–91
- **Cost-Effectiveness of Truncated Therapy for Hepatitis C Based on Rapid Virologic Response** *VALUE IN HEALTH*
Gellad, Z. F., Muir, A. J., McHutchison, J. G., Sievert, W., Sharara, A. I., Brown, K. A., Flisiak, R., Jacobson, I. M., Kershenovich, D., Manns, M. P., Schulman, K. A., Reed, S. D.
2012; 15 (6): 876–86
- **Overbilling and Informed Financial Consent - A Contractual Solution** *NEW ENGLAND JOURNAL OF MEDICINE*
Richman, B. D., Hall, M. A., Schulman, K. A.
2012; 367 (5): 396–97
- **Seattle Heart Failure Model Scores are Significantly Predictive of Health Utilities and Their Change Over Time**
Li, Y., Neilson, M., Whellan, D. J., Schulman, K. A., Levy, W. C., Reed, S. D.
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- **Can the Seattle Proportional Risk Model Identify Patients With a Greater ICD Benefit in HF-ACTION?**
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- **Cost-Effectiveness of Sensor-Augmented Pump Therapy in Adults with Type 1 Diabetes in the United States** *VALUE IN HEALTH*

- Kamble, S., Schulman, K. A., Reed, S. D.
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- **Systemic and Ocular Risks Associated With Therapies for Macular Degeneration: Clarification vs Confusion reply** *ARCHIVES OF OPHTHALMOLOGY*
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 - **Treatment Patterns for Neovascular Age-Related Macular Degeneration: Analysis of 284 380 Medicare Beneficiaries** *AMERICAN JOURNAL OF OPHTHALMOLOGY*
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 - **Geographic and network analysis of oncology trials: Portfolio assessment of ClinicalTrials.gov.**
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 - **Drug development risk and the cost of capital** *NATURE REVIEWS DRUG DISCOVERY*
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 - **Can We Begin With the End in Mind? End-of-Life Care Preferences Before Long-term Dialysis** *ARCHIVES OF INTERNAL MEDICINE*
Patel, U. D., Schulman, K. A.
2012; 172 (8): 663–64
 - **Changes in Initial Treatment for Prostate Cancer Among Medicare Beneficiaries, 1999-2007** *INTERNATIONAL JOURNAL OF RADIATION ONCOLOGY BIOLOGY PHYSICS*
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 - **Resource Use, Costs, and Utility Estimates for Patients with Cystic Fibrosis with Mild Impairment in Lung Function: Analysis of Data Collected Alongside a 48-Week Multicenter Clinical Trial** *VALUE IN HEALTH*
DeWitt, E., Grussemeyer, C. A., Friedman, J. Y., Dinan, M. A., Lin, L., Schulman, K. A., Reed, S. D.
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2012; 7 (1): 71–80
 - **Introduction of the Tools for Economic Analysis of Patient Management Interventions in Heart Failure Costing Tool A User-Friendly Spreadsheet Program to Estimate Costs of Providing Patient-Centered Interventions** *CIRCULATION-CARDIOVASCULAR QUALITY AND OUTCOMES*
Reed, S. D., Li, Y., Kamble, S., Polsky, D., Graham, F. L., Bowers, M. T., Samsa, G. P., Paul, S., Schulman, K. A., Whellan, D. J., Riegel, B. J.
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 - **Risks of Adverse Events With Therapies for Age-Related Macular Degeneration: A Response** *ARCHIVES OF OPHTHALMOLOGY*
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