**Florida International University Healthcare MBA**

**Category 2: Distribution of New Modes of Teaching**

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**Prompt 1:**

The money will be used for student scholarships to expand participation in global study projects and faculty research grants to further healthcare research.

**Prompt 2:**

**Category 2: Distribution of New Modes of Teaching**

Florida International University Healthcare MBA program: 2022 Silver Award Recipient.

Our program was recognized for excellence in four categories: Program Curriculum Innovations through Community Hospital and NGO Partnerships, Program Residency Innovations: Problem-Solving and Analytics, Institutional Collaboration, and Faculty Research. Due to space limitations, specific examples of innovative work that earned the program initial recognition in each category are in Appendix 1.

Since receiving the 2022 award, our program has also received the CAHME/Canon Sustainability Award in 2025. Two initiatives exemplify sustainable activities that earned program recognition:

Communities of Excellence (COE)/FIU HCMBA Partnership: AI Project

Through the COE/HCMBA partnership, students explore social determinants of health by participating in COE sustainability initiatives. COE, a nonprofit organization, helps communities apply the Baldrige COE Framework to improve health outcomes. The 2024-25 AI project analyzes the impact of community healthcare delivery models to develop best practices.

American Association of Caregiver Youth 2025-2026

Caregiving Youth, ages 18 and under, serve as primary caregivers to adult family members with chronic illnesses, disabilities, or frailty due to aging. Without external resources or support, these children face significant challenges in their emotional, physical, and educational development. MAR6805 designed a consulting marketing project to raise awareness among the community and government.

**Focus: The following are compelling examples of how our program has advanced innovation in teaching healthcare innovation:**

Impactful student projects and initiatives that deliver measurable social benefits:

**Global Initiative: 2025 Consulting Project Paarl Hospital, Cape Town, South Africa**

In August 2025, students presented a Lean Six Sigma improvement project at Paarl Hospital, a public hospital in Cape Town, aimed at reducing waste and inefficiency in this under-resourced system. HCMBA faculty have maintained the momentum by offering free virtual LSS training to leaders at Paarl in Spring 2026 through a "Train the Trainer" program to complete the initiative.

**Domestic Initiative: 2025 Capstone Student Consulting Project, Baptist Health South Florida (BHSF)**

Dr. Sue Ganske, course instructor, co-authored a new case study with BHSF examining the impact of recent federal regulations on future hospital operations. The students will present consulting projects in December 2025. These presentations will also be attended by leadership from Canon USA.

**Demonstrate your innovative culture:**

**Program Initiative: Effective teaching strategies: Curriculum inclusion of AI in Healthcare:**

## Main Objectives:

- Review AI fundamentals and healthcare applications
- Get familiar with common and emerging AI tools
- Develop a concept or prototype to address a real use case
- Develop communication skills by pitching the solution to the client

## Schedule (~2 hours each block):

| Day | Topic | Details |
|---|---|---|
| 1 | AI Foundations and Applications | • Machine Learning<br>• Healthcare Applications<br>• Ethical and Regulatory Challenges<br>• Case Studies |
| 1 | Developing AI Solutions | • Agile Approach<br>  ○ Plan<br>  ○ Design<br>  ○ Develop<br>  ○ Test<br>  ○ Deploy<br>  ○ Review |
| 1 | Problem Framing | • Explore background of client<br>• Explore problem space<br>• Explore common ideation techniques<br>• Brainstorm with group to build backlog |
| 2 | Get Familiar with AI Tools | • Chat<br>• Image/Video<br>• Audio<br>• Productivity<br>• Data |
| 2 | Prototyping and Pitching | • Use AI tools to develop prototypes to address<br>• Create a deck to pitch to the client<br>• Partner with another group to pitch concept and iterate |
| 2 | Presentation | • Record a pitch to the client (or present live)<br>• Provide feedback on 2-3 presentations from peers |

This fall 2026 residency session will be led by an alum of the program.

**• Introduce key faculty, staff, and/or students who are leading innovations in your program.**

Dr. Paulo Gomes: teaching basic AI in the 2025 residency program

Dr. Jayati Sinha: created marketing consulting projects in MAR6805

Dr. Sue Ganske: co-authored the One Big Beautiful Bill case study with BHSF and created a student consulting project in MAN6970

Dr. Miriam Weisman: Academic Director and leader of Global Experience.  Leading the LSS training in South Africa.

Dr. Min Chen: leading the College of Business' adoption of AI teaching methods

Zachary Pierce: former alum teaching AI residency

**• Discuss how your team fosters a culture of creativity, experimentation, and continuous improvement in healthcare innovations.**

Four HCMBA faculty co-authored and published articles on introducing AI into healthcare graduate programs and the ethics of AI. Links to the published articles, Appendix 2.

**Present your future innovation plans:**

**Global Initiative:** 2026 Student Consulting Project Copenhagen, Denmark

**Domestic Initiative:** developing skills for AI in Healthcare student training, fall 2026 residency session

**Appendix 1: Examples of Innovative Work That Earned the Program Initial Recognition**

*Program Curriculum Innovations Through Community Partnerships*

Three innovative courses highlight student team projects directly linked to experiential learning within the healthcare community: (1) Marketing Management (MAR 6805). Designed for students to create real marketing plans for West Kendall Baptist Hospital (part of Baptist Health South Florida) and Joe DiMaggio Children's Hospital. The Chief Medical Officer of Joe DiMaggio's Children's Hospital, Dr. Ronald Ford, is an FIU HCMBA alumnus and a member of the program's advisory board. (2) Capstone Project in Management (MAN 6974) involves students writing a data-driven health policy analysis report, utilizing research studies and/or original surveys to develop health policy solutions for a chosen problem. The second capstone requirement is a team-based consulting project, where students work on a case study co-authored and published in collaboration with a local hospital in South Florida. The Academic Director has co-authored and published three such healthcare case studies with professionals and administrators at two local hospitals, the Cleveland Clinic and Baptist Health South Florida. (3) Management of Healthcare Finance and Reimbursement (MAN 6098) directly applies finance principles to healthcare delivery, examining how healthcare organizations foster innovation to stay competitive in a volatile, reimbursement-driven industry.

*Program Residency Innovations: Problem Solving and Analytics*

The three residency programs also provide students with the opportunity to master innovations in problem-solving, data analytics, and healthcare experiential learning. First, every student graduates with a Lean Six Sigma Yellow Belt and a Green Belt. The residency programs also include a data analytics certification in Tableau and training in the Malcolm Baldridge transformative management model known as "communities of excellence." The Advanced Certificate in Global Healthcare Administration is an elective in the program open to current students and alumnae. Since 2015, students have visited healthcare systems in China, Singapore, Vietnam, Thailand, the United Arab Emirates, Qatar, South Africa, and Western Europe.

*Innovation Through Institutional Collaboration*

Collaboration drives innovation. To support this, the FIU HCMBA offers dual degrees with the FIU Wertheim Medical School (MD/MBA) and with the FIU Department of Informatics (HCMBA/master's in healthcare informatics). Additionally, the HCMBA partners with local hospitals to expand student experiential learning opportunities and contribute to local healthcare systems. This includes collaborating with hospitals to provide marketing and business consulting, as detailed above, and training administrative fellows. FIU HCMBA students study global healthcare systems while sharing their own national experiences with teaching professionals abroad. In short, the FIU HCMBA plays a vital role in the healthcare community at the local, national, and global levels.

*Innovation Through Faculty Research*

The FIU HCMBA faculty is dedicated to high-quality research. In the Carnegie Classification of Institutions of Higher Education, FIU maintained its top classification as an R1 University. The HCMBA offers three faculty research grants, each worth $2500, to support faculty healthcare research annually.

**Appendix 2: HCMBA Faculty Publications**

- Sinha J., Chen M., Gomes P. J., & Weismann M. F. (2024).

  Integrating Generative AI Responsibly in Healthcare Management Education: A Supplemental Learning Tool (SLT) Framework. *Journal of Health Administration Education (in publication) 41(3)*

- Weismann M. F., Sinha J., Serin N., & Sewak S. (2023).

  Development and Implementation of Experiential Project-Based Learning for Healthcare Management Education. *Journal of Health Administration Education*, *39 (4*)

  https://docserver.ingentaconnect.com/deliver/connect/aupha/07356722/v39n4/s8.pdf?expires=1762874728&id=0000&titleid=41000044&checksum=A080930D3755D195B8C4AF483E2A5F0F&host=https://www.ingentaconnect.com

- Sinha J., Weismann M. F., Serin N., Sewak S., & Hertelendy A. J. (2023).

  Transformative Education Delivery Model and Career Readiness: A Pilot Study of a CAHME Accredited Healthcare MBA Program. *Journal of Health Administration Education*, *39*(3)

  https://docserver.ingentaconnect.com/deliver/connect/aupha/07356722/v39n3/s7.pdf?expires=1762874815&id=0000&titleid=41000044&checksum=27858643177C2D135DA7F69E612C10B7&host=https://www.ingentaconnect.com

Under Review:

- Chen M., Sinha J., Gomes P. J., & Weismann M. F. (2025).

  Generative AI and Ethical Decision Making in the Business Environment: The Reluctant Ethicists Who Don't Always Agree. *Journal of Business Ethics*

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**November 24, 2025**

DEAR CAHME/HERZLINGER 2026 PLATINUM AWARD SELECTION COMMITTEE,

We are very honored to be considered for this prestigious award. I am privileged to be a faculty member in FIU's outstanding Healthcare MBA. In this letter of support, I will address how new and innovative pedagogical approaches improve our students' engagement and improve our learning outcomes and teaching effectiveness. I teach BUL 6810, The Legal Environment of Business, to our students in their first semester, and I teach MAN 6974, the capstone course, in their last term. This is very rewarding to me, to see the improvement in our students in the program.

In the capstone, MAN 6974, which extends across two semesters, all students write an individual health policy analysis and then also work in teams on a management consulting project for one of our partners, Baptist Health South Florida and Cleveland Clinic Florida. This past academic year under our faculty director's leadership, we added an additional option to the individual health policy analysis, a health policy analysis based upon the global experience. This fall we added a third option, training and a project that could enable participating students to earn a Lean Six Sigma Black Belt. We hired a black belt coach, Heather Pierce, and we cover the goleansix,sigma.com training expenses for our students on this track. We believe these innovations make our students even more engaged and qualified.

In addition, in the capstone course, our Healthcare MBA students in teams write and present a published case for one of our healthcare partners. In the past, we have used published cases authored by our faculty and healthcare executives. This semester we wrote a new case with Baptist Health South Florida on a healthcare regulatory issue, and we hope this case will also be accepted for publication. Our hybrid students went to West Kendall Baptist Hospital in October, and our online students joined in Zoom, for a kickoff lecture from executives, and the students are presenting their outcomes of our newest case on December 2 to executives from West Kendall Baptist Hospital, with Canon Healthcare USA executives observing. We believe that this is excellent engagement for our students with healthcare executives, getting direct and immediate feedback on their papers and presentations. This directly fulfills learning outcomes of our program including number 2, critically analyzing complex business issues and making strategic decisions under uncertainty, and number 6, communication. As a former Associate Dean of Graduate Programs and professor in a CAHME accredited program at another university, I see how impactful and effective this is on our FIU Healthcare MBA students to actually hear a lecture from and present to executives from the organization in the case. At my prior university, which also had great programs, we also used cases in the capstone, but never had the opportunity to present to individuals named in the case and to healthcare professionals from the organization in the case. Thus, we are working very hard to continually improve our program, be innovative, and tie this all into improved learning outcomes for our students.

Warm regards,

**Sue Ganske**