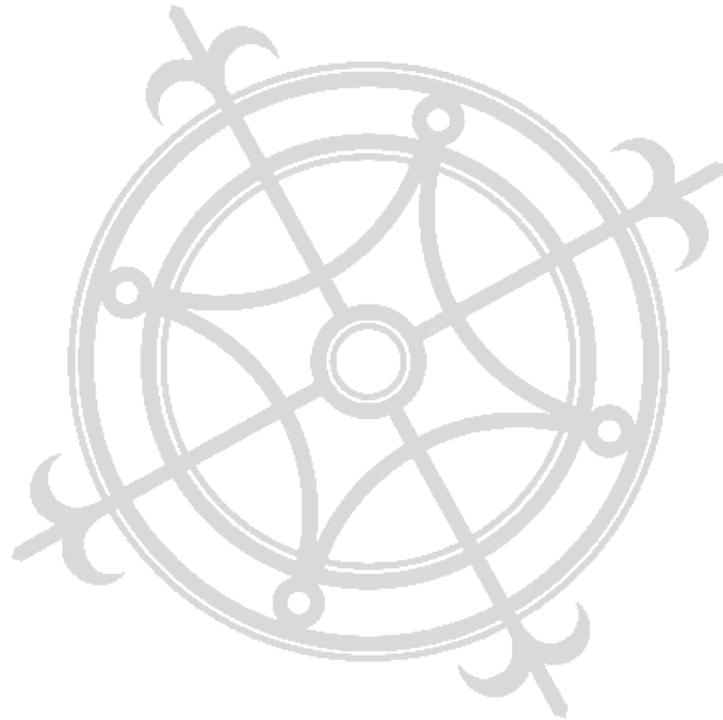


healthcare

non-clinical opportunities guide



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introduction

There are many more jobs in the healthcare realm that are more than being a practitioner, a hospital administrator, or a pharmacist. Greater emphasis has been placed on other aspects of healthcare, whether they are on the legal side, the technology side, or even the business side.

Cornell Top Employers are noted with a * symbol next to the firm name.

general management consulting with some health

McKinsey & Company

McKinsey & Co. is a global management consulting firm that serves a wide array of organizations, from private global businesses to not-for-profit organizations. They have offices in major cities within the United States and also in global cities abroad. McKinsey helps bring about management change in many industries, one of which is the Healthcare Systems & Services. Employees in this sector collaboratively work with leaders in healthcare to improve the various facets of healthcare delivery, including, but not limited to, integrated care, hospital operational performance, and health insurance companies. As part of their Healthcare Systems & Services team, McKinsey employs not only consultants, but also physicians and practitioners with experience in either medical research or care delivery.

McKinsey recruits students from a wide variety of academic backgrounds from universities around the nation. Students have the opportunity to intern with McKinsey between their junior and senior year. Depending on the quality of work during the summer, interns may receive an offer to return the following graduation as a full-time Business Analyst. McKinsey also recruits seniors during the beginning of the school year for full-time positions. When looking at applicants, the company focuses on a student's ability to problem solve. Upon starting with McKinsey, all business analysts hired directly out of undergrad serve as generalists. Over time, they get the opportunity to specialize into one of McKinsey's many industries, including Healthcare Systems & Services.

Average Starting Salary ≈ \$80,000

Approximately 195 alumni (Based on LinkedIn Career Insights)

Bain & Company

Bain & Co. is also one of the world's leading management consulting firm. Consultants from Bain work with top executives throughout different industries to make better decisions, and to implement those decisions to create the sustainable success desired. Bain has expertise in numerous industries, including Oil & Gas, Financial Services, as well as Healthcare. Within Bain's Healthcare team, they serve clients in the pharmaceutical, medtech, and payers and delivery system area. In addition, Bain is the leading advisor to the private equity funds that are active in the healthcare space. This allows them to provide their customers with well-informed insights on emerging investment trends.

Similar to other large consulting firms, Bain & Co recruits students from different academic backgrounds from universities, whether they are an undergraduate student or an MBA candidate. Bain actively recruits candidates from certain schools, so be sure to check the Bain website if they will be recruiting at your school. However, anyone



is interested in applying to join the Bain & Co team. Applications can be found online, where candidates apply directly to offices of their choice. When first starting with Bain, analysts start off as generalists. Over time, they get the opportunity to specialize in one of Bain's many industries, including Healthcare.

Average Starting Salary ≈ \$74,000
Approximately 73 alumni (Based on LinkedIn Career Insights)

***Deloitte**

Deloitte is one of the “Big Four” accounting firms and provides audit, tax, consulting, enterprise risk and financial advisory services with more than 263,900 professionals globally. Deloitte’s Life Sciences and Health Care Division guides traditional healthcare and life science companies and new market entrants in navigating the complexities of the US and global health care system. As market, political, and legislative changes alter the industry, their goal is to help clients develop innovative and practical solutions. Deloitte’s headquarters are based in NYC.

Average Starting Salary ≈ \$75,000
Approximately 486 alumni (Based on LinkedIn Career Insights)

***PriceWaterhouseCoopers
(PWC)**

PriceWaterhouseCoopers (also known as PwC) is a multinational professional services network and is one of the Big Four accounting firms. PwC has one of the largest healthcare networks advising clients – including policy makers, healthcare providers, payers and health sciences – to meet the challenges of addressing value, new entrants and new global markets. The firm provides health organizations with professional guidance not just on healthcare issues in their local markets but also on operating in global markets including a broad mix of service lines that may include manufactured goods, retail, mobile communication devices, and information systems.

Average Starting Salary ≈ \$65,969
Approximately 225 alumni (Based on LinkedIn Career Insights)

***Ernst & Young (EY)**

EY is a multinational professional services network and is one of the Big Four accounting firms. Consultants work collaboratively with a wide range of organizations, from governmental departments of health and public sector service providers and payers, to health insurers and private sector providers.

EY’s Global Health practice works with organizations to manage costs and improve efficiency. They also help deliver digital health solutions and use big data and analytics to improve health services



management and, as a result, health outcomes. Additionally, EY's Health Reimagined initiative brings together professionals from health, life sciences, technology, telecommunications, consumer products and more to develop cross-sector perspectives and solutions for "Health 2.0", the consumer-centric, outcomes-driven, prevention-focused future of health care.

Average Starting Salary ≈ \$67,156

Approximately 417 alumni (Based on LinkedIn Career Insights)

Navigant

Navigant is a specialized, global expert firm, that assists its clients in creating and protecting value in their businesses. While Navigant works with clients from various industries, such as construction, government and public relations, and financial services, it has been recognized as one of the Top Healthcare and Energy Consulting Firms by Vault.com. Within the healthcare industry, Navigant collaborates with hospitals, health systems, physicians, payers, and government entities to help them thrive in the rapidly evolving healthcare environment. For example, Navigant works with clients on achieving and sustaining clinical, operations, and financial resolutions, as well as assisting clients and their counsel in regulatory compliance matters.

Similar to other management consulting firms, Navigant offers summer internships for undergraduate juniors, as well as recruits full-time analysts on campus. Unlike other firms where interns and analysts start off as a generalist, Navigant recruits depending on industry. Navigant does participate in on-campus recruitment at Cornell during the fall semester. More information on Navigant's capabilities in the Healthcare Sector as well as their recruitment process, visit www.navigant.com.

Average Starting Salary ≈ \$61,824

Approximately 32 alumni (Based on LinkedIn Career Insights)

management consulting with a healthcare focus

Sg2 Sg2 is a firm that focuses on analyzing data to predict health care trends. Using their analytic expertise, they help hospitals and health systems integrate, prioritize and drive growth performance across the many facets of care. Along with offering analytics to its customers, Sg2 also provides consulting and tailored educational solutions to their clients.

Starting positions as an analyst for college graduates mainly involve researching and analyzing historic healthcare trends. Using these findings, they are responsible for creating deliverables to communicate findings through to the employer. Sg2 does conduct on-campus recruitment, but unfortunately not at Cornell. However, it is still recommended that applicants apply through the company website.

Average Starting Salary ≈ \$67,800

Huron Consulting Group

Huron is a global professional services that offers their clients with expertise in strategy, operations, advisory services, technology and analytics. While Huron has a presence in numerous industries, one of their main industry focus is that of healthcare. They are committed to helping hospitals, physician groups, and insurers to properly respond to changes in the healthcare industry and become leaders in the field. Through their decades of combined industry experience, they believe that they can help clients improve clinical, financial, and human performance to achieve long-term success. They offer five different services within the healthcare sector: strategic direction setting; clinical transformation; financial and operational performance excellence; technology implementation, optimization, and strategies; and patient and caregiver engagement. More information regarding Huron's services within the healthcare industry can be found at www.huronconsultinggroup.com.

Huron hires both students from campus directly, as well as experienced workers. College graduates looking to join Huron's Healthcare team can apply online. While Huron does recruit directly from certain undergraduate universities, Cornell is not one of them. Internship opportunities are also available for undergraduate juniors. More information regarding recruitment can be found on the company website.

Average Starting Salary ≈ \$66,000

Approximately 10 alumni (Based on LinkedIn Career Insights)

The Chartis Group

The Chartis Group is a national advisory services that aims to improve healthcare delivery. Through providing strategic and economic planning, value-based care, clinical transformation and information technology consulting services, they support and provide tools to the country's leading healthcare providers. Chartis group provides 4 healthcare services, including strategy, value-based care, advanced performance solutions, and information and technologies. In addition, the Chartis Physician Leadership Institute works to pioneer innovation and change management in healthcare by working directly with physicians. Additionally, the Chartis Center for Rural Health offers industry-leading knowledge and expertise, performance management solutions, research and education to help rural providers.

The starting position at The Chartis Group is a Consultant. Chartis usually requires candidates to have experience within the healthcare consulting industry, as well as experience with data and analytics. In addition, the company usually prefers to hire candidates with a graduate degree. More information regarding recruitment can be found at www.chartis.com.

Average Starting Salary ≈ \$54,000 - \$59,000

QuintilesIMS (formerly known as IMS Health)

QuintilesIMS is a leading integrated information and technology-enabled healthcare service provider worldwide. The company is dedicated to help its clients improve their clinical, scientific and commercial results through the use of data, expertise, technology, and operational capabilities. A subgroup of QuintilesIMS offers its client consulting services, in areas such as Life Sciences, Public Health, and Consumer Health. Although QuintilesIMS works with clients from a variety of life sciences industry, they work heavily with the pharmaceutical industry. Due to its global presence, job openings can be found worldwide, including Singapore, London, and Basel, as well as large cities within the United States.

IMS Health offers students the opportunity to showcase their expertise, sharpen their knowledge and gain valuable skills through internships and cooperative education. In order to be eligible, students must be enrolled full-time at an accredited college or university that offers a formal internship or co-op program and be studying towards an academic major that aligns with the business strategy of IMS health. For graduates with 0-5 years of consulting experience, IMS health offers the IMS Health Academy, which comprises of analysts, associate consultants, and consultants. Openings vary by location, and applicants are encouraged to apply online.

Average Starting Salary ≈ \$65,722

Amundsen

The Amundsen Group is a small-sized pharmaceutical strategy consulting firm that provides unparalleled analysis and insight to Brand, Managed Markets, and Market Research teams. They have expertise knowledge on geographic variations in payer, provider, and patient interactions, as well as extensive understanding of the U.S. reimbursement landscape and knowledge of the those who can influence brand performance. More specifically, they specialize in four main service offerings: managed market strategies, contracting effectiveness, copay offset programs, and messaging and targeting within marketing.

Amundsen recruits directly out of many colleges and universities for the entry-level Analyst position. Working for Amundsen is a great fit for students who are not only interested in pharmaceuticals, but also technology. More information can be found on the Amundsen Group Careers page.

Average Starting Salary ≈ \$70,000

Precision Health Economics

Precision Health Economics was founded by a group of health economists in order to develop high-value solutions for clients in the healthcare industry through the use of sophisticated data driven analysis, as well as improving public policy through insightful, issue-driven research. Today, they are known as a world-renowned consultancy firm that provides quantitative analysis to global health care firms. PHE works closely with its clients on a wide array of health care related issues through analytic methods and their databases on the utilization of medical care, prescription drugs, and other health care goods. As a well-known company in the research and health economics field, PHE mainly targets students with a background in Economics, Life Sciences, or Operations Research.

Starting positions within PHE usually include Associate Research Scientist for Health Analytics and/or Health Services. They look for applicants with experiences in, but not limited to, designing research studies, preparing study protocols, and developing and executing analysis on study data using appropriate programs. However, they generally require applicants to have at least a Master's degree.

Average Starting Salary ≈ \$71,000

Putnam Associates

Putnam Associates is a strategy consulting firm that serves biopharmaceutical, diagnostics, and medical device clients through the use of analytics. Although Putnam serves a variety of clients, it mainly focuses on biopharmaceuticals, more specifically on corporate strategy, licensing and development strategy, new product strategy, established product & franchise strategy, as well as pricing, reimbursement and market access.

Average Starting Salary ≈ \$63,887

Advisory Board

The Advisory Board first started off as a think tank, but is now a global firm that is dedicated to improving the performance of healthcare organizations around the world through the combination of research, technology, and consulting. The Advisory Board serves as a strategic partner to their clients, to help them transform their strategy, care delivery, and operations. They mainly focus on three areas: Health System Growth to help attract and retain patients; Care Variation Reduction to improve quality and outcomes while keeping costs low; and Revenue Cycle Management to sustain the financial stability of the health system.

The Advisory Board offers undergraduate students internship opportunities in four areas: (1) internal operations to support the organizations and to ensure things are running efficiently, (2) research, to take a deeper dive into issues affecting the healthcare industry and communicating findings, (3) sales and marketing, to help promote the products of the Advisory Board, and (4) technology, to help clients implement business intelligence tools and/or analyze data to help drive success. Specific listings can be found at advisoryboardcompany.com/careers. The Advisory Board also recruits graduating seniors for full-time positions; postings can be found on the career page. Three popular opportunities for graduating seniors are: (1) Analyst, (2) Sales and Marketing Associate, and (3) Healthcare Consultant. An analyst is responsible for doing research in a particular area of healthcare and using analytical tools to make recommendations to hospital executives. A healthcare consultant, on the other hand, is more focused on presenting information through presentations and spreadsheets to clients. The interview process usually consists of a phone screening, a second-round in-person interview and, and a final round interview.

Average Starting Salary ≈ \$68,000 - \$79,000


Veralon

Veralon is a strategic healthcare firm that offers services in strategy and planning, mergers and transactions, healthcare valuation and physician compensation, and clinical transformation and value-based payments. The firm has worked with a range of clients within the healthcare industry, ranging from health systems to academic health centers. Today, Veralon has offices nationally and has partnered with other leading healthcare consulting firms, such as Health Data Innovations and ConfigureHealth Inc., to meet the complex needs of their clients.

Veralon offers summer internships for Juniors and full-time positions for graduating seniors. Applications can be found at www.verlon.com/about/careers/, typically around September to October.

Average Starting Salary: N/A

The Kinetix Group

The Kinetix Group is a boutique healthcare firm headquartered in NYC that specializes in the development of commercialization strategies for life science and healthcare companies. The firm offers a wide range of expertise including clinical protocols, key market drivers, care delivery processes and B2B go to market models. By partnering with leading healthcare experts, systems of care and key stakeholders, the firm works directly with health systems and payers to implement value-based delivery models for identified patient populations.

Average starting salary: N/A

general management consulting with health

Cornerstone Cornerstone provides economic and financial analyses in litigation and regulatory matters involving companies in the healthcare industry. Cornerstone mostly works with insurers, hospitals, physician groups, and other providers. Associate positions at Cornerstone tackles important analytical problems by contributing insights to casework through a financial perspective. Analyst careers at Cornerstone play a central role on client engagement and assist in providing clients with opportunities to develop professionally.

Average starting salary ≈ \$74,737

Bates White Bates White is an economic consulting firm that works with law firms, Fortune 500 corporations and government agencies to support litigation and other business needs. Not only do they serve as expert witnesses and testify at trials, but they also provide consulting services to companies and their lawyers on economic arguments in both the defense and plaintiff cases. Bates White works with clients of various industries, one of which is Healthcare and Life Sciences. Within Healthcare and Life Sciences, the economists, academics, and industry experts at Bates White work in all phases of healthcare investigation and litigation involving pricing, marketing, distribution, and reimbursement. The type of cases they focus on involve fraud and false claims, intellectual property, antitrust, product liability, and diversion.

Bates White offers rising seniors with a 10-week Summer Consultant Program. During the program, summer consultants work side-by-side with employees at all levels, including PhD economists, MBAs, and JDs to meet the needs of clients. In addition, it also offers its summer consultants to work on professional development with a Sponsor and a Peer Coach. Many summer consultants return as a full-time employee following graduation. Bates White also directly recruits graduating seniors during the Fall semester. Although Bates White does not typically recruit from Cornell, applications can still be found online.

Average Starting Salary ≈ \$71,000

The Analysis Group

The Analysis Group an economic consulting firm that provides expertises in economics, finance, healthcare analytics and strategies to top law firms, Fortune 500 companies, and government agencies. Within its health care industry, the Analysis Group works to provide analytical expertise to health economics and outcomes research, litigation services, market access and commercial strategy, and health care policy engagements, as well as drug-safety related engagements. Majority of their clients within the healthcare industry are pharmaceutical manufacturers, biotech and device companies, payers, managed care organizations, and government agencies.

Each year, Analysis Group seeks to hire top talent from universities around the globe. The analyst position is an entry-level role for candidates with research experience who have a bachelor's or master's degree in economics, finance, public health, statistics, or a related subject. Recruitment for full-time Analyst position begins in August. Interviews for a full-time analyst usually involves a standard 30-minutes behavioral interview, followed by a final round in the office. The Analysis Group also offers summer analyst intern opportunities. Internship recruiting begins in November and concludes in March. Interviews for summer analyst usually involves a couple of 30-minute interviews that are mostly behavioral questions, along with a few basic econometric questions.

Average Starting Salary ≈ \$76,000

NERA

NERA Economic Consulting is a global firm of experts dedicated to applying economic, finance, and quantitative principles to complex business and legal challenges. More specifically, NERA's Global Health Care Practice covers the full range of litigation, regulatory/reform, public policy, and business strategy questions that arise in the healthcare and life science industry.

When recruiting, NERA looks for students with quantitative backgrounds that align with economics and finance. While NERA does not directly hire on-campus, potential applicants can still apply online.

Average Starting Salary ≈ 86,000

Compass Lexecon

Compass Lexecon is a wholly owned subsidiary of FTI Consulting that provides law firms, corporations and government clients with clear analysis of complex issues. Compass Lexecon have been involved in a broad spectrum of matters related to economics and finance – providing critical insight in legal and regulatory proceedings, strategic decisions and public policy debates.

Average Starting Salary ≈ \$69,305

Greylock McKinnon Associates (GMA)

Greylock McKinnon Associates provides expert economic analysis and litigation support to a diverse group of domestic and international clients in the legal profession, the business community, and government agencies. Expert economic analysis is used to help companies make business decisions, lawyers to build strong legal cases and government agencies to make policy decisions. A service area of GMA is Pharmaceuticals and Health Care, in which they provide an array of services, ranging from Antitrust Analysis and Estimating Health Costs, to Hatch-Waxman litigation.

GMA has openings for both current undergraduate students, as well as graduating seniors. Undergraduate students are encouraged to apply to participate in the Summer Intern Program. As an intern, students will get the opportunity to provide analytical support to analysts, consultants, firm principals and Academic Affiliates. Internships are paid full-time positions. More information can be found at <http://www.gma-us.com/openings/intern.htm>. The starting position at GMA for full-time staff is Research Analyst. The position demands knowledge of or interest in economics, a broad range of research skills and the ability to perform quantitative analysis. More information can be found at http://www.gma-us.com/openings/research_analyst.htm.

Average Starting Salary ≈ \$65,000 for Analyst

Charles River Associates (CRA)

Charles River Associates (CRA) is a leading global consulting firm that offers economic, financial, and strategic expertise to major law firms, corporations, accounting firms, and governments around the world. CRA consultants offer litigation and regulatory support, business strategy and planning, market and demand forecasting, policy analysis, and risk management consulting. CRA provides services in a variety of industries, including Health Care. Within Health Care, CRA combines their in-depth industry knowledge and cutting-edge analytics to evaluate issue litigated and debated in the healthcare sector. Services within the Health Care industry include attempted monopolization, collusion and price fixing, mergers, class satisfaction, damages, fraud and false claims, and reimbursement.



CRA offers current students the opportunity to spend a summer interning with the company. As interns, students apply to work within one practice and get the opportunity to work alongside full-time consultants. More information regarding the intern experience, as well as the recruitment process, please visit <http://www.crai.com/careers/intern>. CRA also hires full-time analysts from top universities around the world. When looking for junior staffers, CRA looks for applicants who are able to model and interpret complex data, defend recommendations, and skillfully manage interactions with CRA team members and clients. CRA offers extensive on-the-job training that will help students gain a deeper understanding of analytics, graphics, teamwork, organization, communications, and professionalism. More information can be found at <http://www.crai.com/careers/campus>.

Average Starting Salary ≈ \$66,000 for Analysts

Brattle Group

The Brattle Group is an Economic Consulting and Expert Testimony firms. They provide their services in economics, finance, and regulation to corporations, law firms, and governments around the world. The Brattle Group is present in a variety of industries, including Pharmaceuticals and Medical devices. They have years of experience working on cases involving the key issues in this industry, including antitrust matters, patent disputes, and contract litigation.

The starting position at the Brattle Group is research analyst. The Research Analysts are critical members of project teams and work directly with experts in a collaborative and collegial atmosphere. They create economic and financial models, formulate compelling written deliverables, and conceptualize project work. Some analysts choose to develop expertise in a particular industry area, while others seek exposure to as many types of projects as possible. For more information and current openings, please visit <http://www.brattle.com/careers/events>. The Brattle Group directly recruits from Cornell and usually attends the Career Fair in the fall.

Average Starting Salary ≈ \$70,000

Mathematic Policy Research (MPR)

Mathematica Policy Research is a pioneering nonpartisan research organization dedicated to improving public well-being. Mathematica Policy Research is focused on assessing the effectiveness of policies and programs and is driven by broad-based public interest in finding ways to improve the quality, efficiency, affordability, equity, and financing of health care.

MPR hires their employees through an online process. Applicants first receive a brief screening phone call and an invitation only group interview. MRP looks for applicants who have had a minimum of 1 year of research experience in the social sciences or academic work that demonstrates analytic and quantitative research skills.

Average Starting Salary ≈ \$48,064

ABT Associates

Abt Associates offers a wide array of research-based consulting services to government agencies, businesses, and other organization worldwide. The firm specializes in issues related to social, economic, and health policy; clinical research; and international development. Its services include consulting, implementation, and technical assistance; research and evaluation; survey data collection, management, and analysis; and strategy, planning, and policy. Abt Associates have practice areas in both international health and U.S. Health. In the realm of international health, Abt Associates work through local partnerships to improve the health of people, by improving health services and strengthening country health systems. A few areas within International Health that Abt Associates provides services in are HIV and AIDS, Health Systems Strengthening, and Global Health Security. At home in the US, Abt Associates are dedicated towards advancing the health and well-being of citizens. In partnership with public sector clients, Abt Associates help shape US health care policy through research, program planning and implementation, comprehensive evaluations, and technical assistance in key practice areas. A few areas they provide services in include Social Marketing & Health Communication, Affordable Care Act, and Public Health & Epidemiology.

Average Starting Salary ≈ \$61,000

