MIT MANAGEMENT SLOAN SCHOOL | Health Systems Initiative

HSI Annual Report FY2026

July 1, 2025 to June 30, 2026

MIT's academic and fiscal year ended on June 30, 2026. This report covers our accomplishments and activities, with links throughout, in six sections: Research, Lab on Employee Population Health, Seminars and Events, Education, Communications, and Advisory Board. Scan it for the year at a glance, or follow the links to any subject that interests you.

Research

The HSI Research Fund is the engine of this work, seeding faculty projects on timely healthcare issues. Since 2019, it has funded 31 projects — 16 complete, 13 ongoing, two new this year — with almost $2.6 million in philanthropic support, mostly for research data and MIT student stipends for hands-on work with faculty. Many teams also collaborate with healthcare organizations and academic partners. See the HSI Research Fund: Overview and Impact for the full picture.

New Projects

Two new faculty-led projects, both on the real-world implications of AI adoption in work and healthcare, were selected through the Research Fund's 2026 call for proposals and announced on April 13, 2026.

Title / Lead Researcher	Project Description
AI vs. Human Counselors: Who Provides Better Psychological Support? A Longitudinal Field Experiment / Prof. Jackson Lu	Examines whether generative AI can provide meaningful psychological support to workers. AI-based mental health tools are increasingly common, but rigorous evidence on their effectiveness at work is thin. A longitudinal field experiment will compare voice-based AI counseling, professional human counseling, and a non-counseling control group in a high-stress workplace, to identify where AI support works, where it falls short, and what tradeoffs employers should weigh.
Formative Research on Worker-Centered AI Implementation in a Healthcare System / Prof. Erin Kelly, Prof. Kate	Examines how AI is implemented in healthcare systems, particularly among frontline and lower-wage workers. With a large health system and a labor union as partners, the team will study recent AI and analytics deployments through case studies, focus groups, and quantitative analysis to learn why some tools take

Title / Lead Researcher	Project Description
Kellogg, and Prof. Zana Buçinca	hold while others stall, and what real worker involvement in technology decisions looks like.

Research Highlights and Project Updates

Selected results and progress from across the funded portfolio this year:

- Impacts of Health IT. Joseph Doyle's ongoing study uses state-level policy variation to estimate the causal effects of Health Information Exchange (HIE) adoption. So far HIE is associated with an 18% reduction in flu and pneumonia mortality and a 4–5% drop in readmissions — improvements estimated to have saved roughly 27,000 lives a year as adoption spread, likely through better care coordination and public health response.
- Warehouse Work and Worker Wellbeing. Erin Kelly, Hazhir Rahmandad, and colleagues published the Fulfillment Center Intervention Study in the American Journal of Public Health — a group-randomized trial of Health and Well-Being Committees in e-commerce warehouses that found lower psychological distress and lower turnover at intervention sites. Harvard collaborators have since won a National Institute on Drug Abuse grant to adapt the intervention for residential addiction treatment workers, extending it into a healthcare workforce.
- Technology and Health Behavior. Alexey Makarin's study of Tinder's rollout, in the April 2026 American Economic Journal: Applied Economics, finds that dating apps substantially increased sexual activity, STD rates, and sexual assault on campuses, but did not worsen mental health on average.
- Organ Transplant Policy. Nikos Trichakis and colleagues built organ allocation optimization models that directly informed a newly adopted U.S. lung allocation policy and an interactive public website.
- Digital TB Treatment Adherence. Erez Yoeli, Jonas Jonasson, and colleagues demonstrated that a machine learning–guided mobile adherence platform reduced tuberculosis treatment non-completion by 67% relative to standard care.
- Optimizing a Digital Mental Health Platform. Rahul Mazumder and postdoc Brian Liu continued work with Amwell SilverCloud on predicting patient success in digital mental healthcare, building interpretable machine-learning models that employers and program designers can act on.
- MRI Resource Optimization. Georgia Perakis and team are helping UMass Memorial Hospital assess the expansion of MRI services to reduce patient backlog while balancing cost and access.
- Drug Development Efficiency. Mert Demirer is quantifying how pharmaceutical firms' portfolios affect drug development costs and success rates. With Prof. Alexander L. Olssen of Wharton, he also estimated confidential formulary-contingent rebates in Medicare Part D and their effects on plan design, out-of-pocket costs, and consumer well-being.

- Regulating Charitable Care. Ben Vatter and Tong Liu study the optimal regulation of charitable care, using regulatory shocks to estimate the cost and value of free care and proposing better policy options than those in use today.
- Safer Opioid Prescribing. Catherine Tucker and postdoc Nan Clement studied Prescription Drug Monitoring Programs (PDMPs), showing that interoperability across states leads to safer prescribing and less doctor shopping.

Research Fund Impact to Date (Spring 2026)

PORTFOLIO OVERVIEW	
Total HSI-funded projects	**31**
Projects complete	**16**
Projects ongoing	**13**
Projects new (2026)	**2**
Total HSI funding invested ($mm)	**$2.6**
Distinct lead researchers (PIs)	**17**
PUBLICATIONS & OUTPUTS	
Confirmed published papers (direct HSI project outputs)	**9**
Working papers / under review	**20+**
Total conference presentations (cumulative, all projects)	**80+**
PEOPLE	
PhD students	**21**
Other students/research staff (non-PhD)	**8**
External faculty collaborators (non-Sloan)	**18**
PhD students graduated into faculty/postdoc positions	**4**
PRACTITIONER & POLICY IMPACT	
Policy changes directly informed by HSI-funded research	**1**
Active practitioner collaborations (distinct organizations)	**8**
Hospital/health system executives directly briefed	**>10**
External funding awarded (non-HSI) arising from HSI work	**4**
External funding applications in progress	**2**

Practitioner-facing tools/websites deployed	**1**
Media mentions (distinct outlets)	**>10**

Publications

Our faculty published more than 50 health-related academic papers this year.

Selected Academic Publications across Key Topics

July 1, 2025 – June 30, 2026

Researcher	Title	Venue / Outlet
Dimitris Bertsimas and Nikos Trichakis	A Unified, Fast, and Transparent System for Designing Organ Allocation Policies	American Journal of Transplantation (Vol. 26, No. 7, S257)
Dimitris Bertsimas	Holistic AI in Medicine: Improved Performance and Explainability	npj Digital Medicine
Dimitris Bertsimas	Can Artificial Intelligence Deliver on the Promise of Precision Medicine?	Hepatobiliary Surgery and Nutrition (Vol. 14, No. 5, pp. 847–850)
Joseph Doyle	Sharing is Caring: The Role of Health Information Exchange on Patient Care	Working Paper
Swati Gupta	Improving Clinical Decision Support Through Interpretable Machine Learning and Error Handling in Electronic Health Records	Journal of the American Medical Informatics Association (ocaf058)
Mohammad Jalali	Structural Drivers of the Drop in Opioid Overdose Deaths in the US	JAMA Psychiatry
Mohammad Jalali	Bridging Data Gaps and Tackling Human Vulnerabilities in Healthcare Cybersecurity with Generative AI	PLOS Digital Health (Vol. 4, No. 10, e0001063)
Kate Kellogg	Large Language Models Require a New Form of Oversight: Capability-Based Monitoring	npj Digital Medicine (Vol. 9, No. 1, 375)
Kate Kellogg	Beyond the Algorithm: A Field Guide to Deploying AI Agents in Clinical Practice	arXiv preprint (arXiv:2509.26153)

Researcher	Title	Venue / Outlet
Erin Kelly and Hazhir Rahmandad	Effectiveness of a Participatory Voice Intervention on Psychological Well-Being Among Warehouse Workers: Results From the Fulfillment Center Intervention Study, United States, 2021–2023	American Journal of Public Health
Danielle Li	What if NIH Had Been 40% Smaller?	Science (Vol. 389, No. 6767, pp. 1303–1305)
Andrew Lo	Genetic Targets, Financial Creativity: BridgeBio's Model for Sustainable Drug Development	Drug Discovery Today (Vol. 31, No. 1)
Alexey Makarin	The Impact of Dating Apps on Young Adults: Evidence From Tinder	American Economic Journal: Applied Economics (Vol. 18, No. 2, pp. 61–106)
Anna Stansbury	Minimum Wages and Workplace Injuries	SSRN Working Paper 5062047

MIT Sloan HSI Lab on Employee Population Health

The MIT Sloan HSI Employee Population Health Lab brings self-insured employers together with MIT researchers and industry participants to develop and rigorously test ideas that improve employee physical and mental wellbeing. As businesses invest more here to cut healthcare costs and raise productivity, the Lab works to validate evidence-based recommendations that deliver tangible, sustained benefits.

Lab Workshop

On October 23, 2025, HSI held its fourth annual workshop on Employee Population Health and Wellness.

For more detail and lessons learned, see Insights from the 2025 HSI Lab Research Workshop.

Taking the Lab's Work to a Wider Audience

In July 2025, Prof. Joe Doyle and HSI industry collaborators presented Lab findings in a webinar, "Unlocking the Value of Employee Wellness," part of MIT's Industrial Liaison Program Leading Edge Seminar series. It covered how wellness programs move from good intentions to proven results, using behavioral science, randomized trials in real workplaces, and advanced analytics.

A recurring finding: even excellent programs fail if too few people sign up. In one Lab experiment, replacing an invitation ("Would you like to join?") with opt-out framing ("You're already enrolled — get started today") tripled participation among men and doubled it among women.

Two research partners presented alongside him. Well.co described using AI to deliver personalized concierge health services at scale, reporting higher participation, healthcare costs about six percent below comparable groups, and strong employee satisfaction. Amwell SilverCloud described its digital cognitive behavioral therapy programs, used by more than 1.7 million people worldwide; in Ireland's National Health Service they reached a 67% activation rate and helped half of users with depression or anxiety reach recovery. MIT Sloan PhD student Brian Liu explained how the Lab works with SilverCloud to predict who benefits most, building machine-learning models and then simplifying them so employers can see what drives success.

Prof. Doyle closed with an invitation to employers: share de-identified data, test new ideas, and let rigorous research guide wellness investments. Planned work includes new financial incentives, supporting participation during work hours, and improving follow-up after annual health assessments.

Seminars and Events

This year, we held eight lunchtime seminars and co-hosted the annual MIT Sloan Healthcare and BioInnovations Conference.

Seminars

In keeping with our aim of strengthening ties across MIT, three seminars featured HSI Advisory Board members or Sloan alumni returning to campus.

Date	Seminar Title	Speaker(s)
October 15, 2025	Unlocking the Power of AI in Healthcare in a Safe and Responsible Way	Barry Stein, MD, MBA, Chief Clinical Innovation Officer & Chief Medical Informatics Officer, Hartford HealthCare

Date	Seminar Title	Speaker(s)
October 29, 2025	Dynamics of the US Healthcare System: Trends, Challenges, and Opportunities	Anthony Dowidowicz, MD, MBA, Regional Medical Director (Southeast Region), Optum; HSI Advisory Board member
November 12, 2025	AI Agents: Accelerants for Drug Discovery and Commercialization	Harison Hong, MD, MBA '14, Executive Director, Brand Lead, Astria Therapeutics; Tim Sun, MBA '14, Cloud Go-to-Market, Google
December 3, 2025	Thriving through Strategic Inflection Points in Biopharma	Alain Eudaric, MBA '97, President, Idea Pathways; co-author, The Thriving Biopharma Business
February 11, 2026	Medicaid Transformation, Value-Based Care, and the Future of Population Health: Perspectives of a Former Medicaid Director	Jason Helgerson, Founder & CEO, Helgerson Solutions Group; former New York State Medicaid Director; HSI Advisory Board member
March 2, 2026	Unsexy AI That Works: A Practical Session on Building Real-World Healthcare AI Workflows with StackAI	Shani Fargun, Sloan Fellows MBA '25, VP Healthcare, StackAI
April 21, 2026	Precision AI Care at Scale	Deepthi Bathina, CEO, GW RhythmX
April 28, 2026	Reflections on Healthcare in a Rapidly Changing World	Arpa Garay '00, Founder, Harp Healthcare Advisors, LLC; formerly C-suite at Moderna and Merck

Events

The annual MIT Sloan Healthcare and BioInnovations Conference (SHBC) returned on February 27, 2026, at the MIT Media Lab, alongside the Sloan Healthcare Innovations Prize competition. This year's theme was "Reshaping Healthcare in the Face of Disruption: Exploring Groundbreaking Developments Across the Healthcare Landscape."

HSI also promoted the MIT Health and Life Sciences Collaborative (MIT HEALS) seminar series to its community, including the May 6, 2026 fireside chat with MIT Institute Professor Robert Langer.

Education

This year, we learned that a 2024 Healthcare Lab team produced an unusually clear demonstration of the course's impact.

A Healthcare Lab team's work for the Department of Neurosurgery at Boston Children's Hospital produced measurable gains within a year. As demand grew, new-patient lag times had reached 40 to 47 days against a department target of 14, and frequent rescheduling was disrupting physicians' schedules. From more than 25,000 appointment records and interviews with physicians, administrative staff, and schedulers, the team made recommendations on scheduling flexibility, documentation workflows, communication standards, and provider utilization.

Boston Children's piloted several recommendations, including redesigned 20/40-minute scheduling templates and standardized clinic preparation. One year later, the Healthcare Lab team's host reported that participating providers saw a 12% increase in patient volume without added clinic hours, cancellations fell 26%, and scheduling-related patient satisfaction improved. In all, the host reported, the pilot saved the department roughly $200,000. Read the full account.

2025 Healthcare Lab Projects

On January 30, 2026, seven Healthcare Lab teams presented recommendations on challenges posed by their host organizations, which ranged from healthcare providers to large and small companies to a public-private partnership:

Host	Project
Boston Children's Hospital	Maximizing Surgical Block Utilization
CHAI (Coalition for Health AI)	Governing AI in Healthcare: Bridging the Gap Between Principle and Practice
Cardiovascular Associates of America	Heartbeat Health-Enabled Cardiology Intake Expansion
CVS Health Ventures	Investing in AI for Payer-Provider Transformation
Lahey Hospital and Medical Center	Evaluating Technology to Scale Hospital at Home
RhythmX AI	Specialty ROI Model Development
Surgicure Technologies	Toward Accelerated Paths for Commercializing Medical Innovation

Healthcare Certificate

Healthcare Lab is a required course for the Healthcare Certificate. On May 14, 2026, 11 MIT students received their certificates at a ceremony with three speakers: HSI Director Anne Quaadgras, HSI Faculty Director Joe Doyle, and HSI Advisory Board member and Sloan alumna Rebecca Schechter. Each speaker offered some thoughts for the recipients to take into their next workplace.

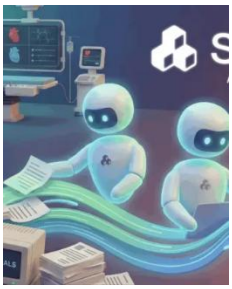
Communications

Newsletter

This year, we published six newsletters. Over the past three years, we have made deliberate changes to our format, tone, vocabulary, and focus, and we continue to track their effects. Those changes have improved engagement.

Fiscal year	Number of Issues	Avg. % Opened
FY26	6	57
FY25	7	56
FY24	6	56
FY23	4	42
FY22	6	47

Social Media



Our two most popular LinkedIn posts this year announced Dr. Anne Quaadgras's participation in a U.S. News & World Report webinar on how AI is transforming hospital operations, and covered a lunchtime seminar with Sloan alum Shani Fargun on "Unsexy AI That Works: A Practical Session on Building Real-World Healthcare AI Workflows with StackAI."

We continue to cross-post among our newsletter, LinkedIn, and our website to increase awareness of each channel.

A Special Thank You to Our Advisory Board

Our Advisory Board, composed of MIT alumni and other leaders in the healthcare sector, helps us achieve relevance and rigor in our work. We appreciate their advice and their introductions to potential collaborators.

Board members were unusually visible in HSI programming this year. Dr. Linda Vahdat — Deputy Cancer Center Director, Section Chief Oncology, and Interim Section Chief Hematology at Dartmouth Cancer Center — joined the Board and was welcomed in our September 2025 newsletter. Dr. Anthony Dowidowicz led the October 29 seminar, Jason Helgerson the February 11

seminar, and Rebecca Schechter was the featured speaker at the Healthcare Certificate ceremony in May.

We extend special thanks to Roy Schoenberg, who recently stepped down as our Board Chair. Roy pushed us to “think big,” and we appreciate his leadership. He has since been named Senior Vice President of Amazon Health Services. We wish him well!

Thank you all.