Greetings everyone. Welcome to the August 2012 edition of Management Rounds. This issue’s cover story describes the formation of one of Maryland’s first Medicare-approved accountable care organizations (ACOs) at one of our long-standing residency sites: Greater Baltimore Medical Center (GBMC). Beyond being one of the first to move in this direction, GBMC has program grads leading the effort. In addition, a second-year student and a longtime preceptor are deeply involved. It’s nice to see not only innovation in healthcare, but also the many connections to our program.

Our Management Rounds interview this time around is with Laura Morlock, PhD, the director of the department’s DrPH in Healthcare Management and Leadership. Laura is a former director of the MHA program and has been at the forefront of health administration education for decades.

The big news on campus this year was the long-awaited opening of the hospital’s new clinical buildings. One of our program alumni, profiled in this edition, played a major role in this historic event. This edition also includes updates on our MHA students and faculty.

Soon, students will begin arriving, and we will welcome the Class of 2014. Other programs are similarly welcoming their students, and we wish them all the best as they train the next generation of healthcare leaders!

William J. Ward Jr., MBA, Director

MHA Residency Site Among the First in the US to Become an Accountable Care Organization

As the Affordable Care Act (ACA) survives another hurdle and health reform continues to move forward, many healthcare organizations are deciding how to best prepare for the sweeping changes. While many Bloomberg students learn about the tenets of the ACA and how it will affect healthcare in the coming years through multiple JHSPH classes and curricula, several MHA residents and graduates are beginning to implement the changes prescribed by law.

In Baltimore, the only healthcare organization that has been officially accepted into the Medicare Shared Savings Program as an accountable care organization is Greater Baltimore Medical Center through the Greater Baltimore Health Alliance (GBHA). GBMC is a community-based single hospital system with a 280-bed acute-care hospital, more than 80 employed primary care physicians and the largest hospice network in the Baltimore area. According to executive director Colin Ward ’04, “GBHA is composed of partnerships between the hospital, physicians in independent community-based practices, employed primary care practices, and hospital-based providers, with 399 total participants. It will serve Medicare beneficiaries in Maryland and Pennsylvania.” John Ellis, GBMC senior vice president of corporate strategy, who doubles as an MHA instructor and preceptor, lauds the work of his team: “We have been fortunate in attracting the best and the brightest who share our passion to do the right thing for our community.” In fact, the GBHA team is full of Bloomberg residents and graduates: Megan Priolo ’10 is a project manager at GBHA and former GBMC resident who is leading all of the new physicians’ implementation and Meaningful Use attestation of the standard electronic health record. Michael Finegan ’12 was a resident during the application phase and was even able to write a piece of the application. He remained with GBMC following his residency and now focuses on clinical integration between the ACO population and the hospital. Current resident Julie Silver ’13 is involved in all aspects of GBHA, from developing Excel models to track readmissions to attending board meetings. Finally, Amber Taylor ’05 supports the entire enterprise as director of corporate strategy, helping new business ventures drive cost-efficient and quality care at GBMC and throughout the alliance.

GBMC CEO John Chessare, MD, is the driving force behind the forward-thinking organization, which he joined in 2010. A longtime proponent of healthcare reform, Chessare trained under former CMS administrator Don Berwick. Prior
Faculty Q & A

Laura Morlock, PhD
Associate Dean for Education at the Bloomberg School of Public Health

The Doctor of Public Health degree (DrPH) in Healthcare Management and Leadership is a relatively new and increasingly popular academic program in the Department of Health Policy and Management. Recently, Management Rounds sat down with the associate dean for education, Professor Laura Morlock, PhD, to learn more about the program she directs.

MR: What led to the development of this degree program?

LM: It was largely driven by health reform. Changes in insurance, in the delivery system and in reimbursements pose enormous challenges for healthcare managers and leaders, both in the U.S. and globally. The faculty in our department felt that, increasingly, those who would lead and manage healthcare organizations would need training beyond the master’s degree in order to better respond to these challenges.

MR: Who is this program designed for?

LM: The program was originally designed for individuals who already have earned an MHA, or other master’s degree with a health management concentration, who are currently working full time in healthcare organizations and who are interested in part-time doctoral training.

MR: What does the curriculum look like?

LM: It builds on the course work required for the MHA degree. In the doctoral program, course work is required on topics such as improving healthcare quality and patient safety, measuring health status and patient-reported outcomes, cost-effectiveness analysis, other types of return on investment methods, program evaluation and more advanced biostatistics training. More advanced leadership skills are also part of the curriculum, including interest-based negotiation, as well as creating agreement and managing conflict in healthcare settings.

MR: What about requirements beyond formal course work?

LM: There’s a School-wide DrPH seminar series as well as a departmental DrPH seminar. After most of the formal course work is completed, students take an “open book, open notes” written departmental comprehensive examination. It’s a detailed case study, and students are required to address a series of questions regarding how organizational performance can be improved. After completing the course work and the written exam, students are ready to work on their dissertation projects. There are three different options—a traditional dissertation, a three-manuscript option and a “workplace challenge” option in which a student completes a series of projects related to his or her work setting. There is also a preliminary oral exam that focuses on the student’s proposal, a final oral defense of the completed dissertation and a public seminar.

MR: How long does it take to complete?

LM: The majority of our students work full time. While completing the course work, some take one course and one seminar each term. At this pace, students who enter the program with a health management–related master’s degree are usually able to complete the course work within three to four years and the entire degree program within six to seven years. Some students are able to progress more rapidly, while others, because of work and family commitments, progress more slowly. There are multiple pathways to success for our part-time DrPH students.

MR: We hear a lot these days about online learning. Is the DrPH online?

LM: Most but not all of our required courses are available either online or in a compressed version through our winter and summer institutes. We are working toward having all of our required courses available in either an online or institute format, but it will probably take another year or two before we achieve our goal.

MR: How many students are enrolled in the program?

LM: Currently there are 67 students enrolled in the program at our home campus in Baltimore. We also have executive-style cohort programs. In addition, we’ve got 16 students completing their degrees in our Pacific Rim cohort and 22 in our customized program for Abu Dhabi.

MR: So this is more than just a U.S.-based program?

LM: Oh, yes. Many other countries are experiencing rising public expectations, including demand for greater and more equal access to high-quality healthcare services. Changing disease patterns and aging populations, rapidly escalating healthcare expenditures and an increasing emphasis on healthcare quality, including licensure and accreditation requirements, these are all forces requiring new roles and skills for the current generation of healthcare leaders and managers. But many countries lack systematic training in these areas. There is a great need for executive-style

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training programs customized to specific regional and country circumstances. Both Taiwan and Abu Dhabi have implemented universal health insurance coverage, which has profoundly affected the role of the public healthcare sector and required leaders with a transformed vision and new skills.

Our cohort programs are a combination of institute-style courses at our Baltimore campus and on-site in Asia or Abu Dhabi, as well as online courses that are taken by both our cohort and on-campus students.

**MR:** Can interested people go to the School’s website for more information?  
**LM:** Sure, they can visit www.jhsph.edu/departments/health-policy-and-management/degrees/drph/index.html. They can even apply online.

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**Health Policy and Management Updates**

**Sean Berenholtz, MD**, associate professor, was elected to the steering committee of the National Awards Program to Recognize Achievements in Eliminating Healthcare-Associated Infections, co-sponsored by the U.S. Department of Health & Human Services and the Critical Care Societies Collaborative.

**Kevin Frick**, professor, received the Distinguished Service Award from the Vision Care Section of the American Public Health Association.

**Laura Morlock**, professor, was recently named associate dean for education at the Johns Hopkins Bloomberg School of Public Health. She replaces Steve Teret who has returned to the Department of Health Policy and Management to lead a new public health legal clinic at the Bloomberg School.

**Keisha Pollack**, assistant professor, was one of 50 people statewide to be named in The Daily Record in 2011 as one of Maryland’s Very Important Professionals Under 40.

**Roland J. Thorpe Jr.**, associate scientist, has been named a fellow of the Gerontological Society of America, the nation’s oldest and most established interdisciplinary organization devoted to research, education and practice in the field of aging.

**Jonathan Weiner**, professor, became the director of the Center for Population Health IT (CPHIT), a new interdisciplinary center at JHU. The goal of CPHIT is to make Hopkins a global leader in population-centric health IT (HIT) research and development. The center focuses on the application of electronic health records and other HIT through a series of population health and integrated-care domains, including quality improvement, care management, public health outreach, health services effectiveness and outcomes research using secondary data.

**Albert Wu, MD**, professor and director of the Center for Health Services Outcomes Research, was selected to serve on the National Quality Forum’s Patient-Reported Outcomes Expert Panel.

**Jamila Savage** and **Rhonda McCray** won the department’s Outstanding Teacher and Advisor Award.

**Jill Marsteller**, associate professor, and **Lainie Rutkow**, assistant professor, each won her second Advising, Mentoring, Teaching Recognition Award from JHSPH students for excellence in teaching.

**Teresa Schwartz** received the Staff Recognition Award for Outstanding Service, given by the JHSPH Student Association.

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**Students Meet with New York City Mayor**

Each year, students in the Sommer Scholars Program—a leadership development program for MPH and doctoral students—tour New York City visiting the New York City Health Department, the United Nations and other organizations, and whenever possible, meeting with Mayor Michael Bloomberg. The program, named in honor of Dean Emeritus Alfred Sommer, provides full scholarship support and a stipend to 25 future leaders from all over the world who are determined to make a difference in public health. The characteristics that define a Sommer Scholar are leadership, energy, scientific excellence, ambition, political acumen and determination to change the world. As the faculty director of the program, MHA Director Bill Ward, along with Deans Klag and Sommer, accompanied the Scholars in April to NYC, where they met the mayor at City Hall and heard him speak enthusiastically of the ongoing efforts to improve health for all New Yorkers. The Hopkins delegation got a preview of the mayor’s proposal to ban sugary drinks. His comments to the group of 30 visitors, which have been heard subsequently throughout the media, sounded very much like a public health school dean. The School is proud to carry his name!
Highlights of the MHA Weekend, May 4–5

MHA Program Case Competition

The Class of 2013 continued the tradition of presenting professionally and successfully to a team of hospital executives who served as Case Competition judges. The case this year required teams to analyze the challenges and make recommendations for the development of an accountable care organization for a large healthcare system. The six teams presented to a panel of judges that included Lyle Sheldon, CEO of Upper Chesapeake Health System; Charlie Reuland ’91, executive VP and COO of Bayview Medical Center; John Chessare, MD, president and CEO of Greater Baltimore Medical Center; and Herb Buchanan, COO of University of Maryland Medical Center. The judges for the final round of the competition were Warren Green, president and CEO of LifeBridge Health; Karen Olscamp, president and CEO of Baltimore Washington Medical Center; and Tim McManus ’96, president and CEO of Reston Medical Center. The first-place team, Five Star Healthcare Consulting, was composed of Matt Drohan, Kayla Miller, Yi Wang and Miriam Guzman. The second-place team, Gulf Coast Consulting, was made up of Teresa Falcon, Alyssa Nardi, John Sheppard and Linda Sobh. Following the competition, Associate Director Ann-Michele Gundlach had the honor of presenting a special gift to Warren Green who will be retiring from LifeBridge next year. Warren has played an important role in the Hopkins MHA program, presenting at program seminars and serving both as a member of our program’s Advisory Group and as a preceptor for our second-year students.

Inaugural UPD Induction

Between the finals of the Case Competition and the alumni/preceptor dinner, the JHU Bloomberg School of Public Health conducted its first Upsilon Phi Delta induction ceremony. Faculty advisor Ann-Michele Gundlach presented each inductee with a pin and a certificate. Anticipating that UPD members will be well positioned to motivate and lead our healthcare systems, the MHA program directors chose Daniel Pink’s Drive as a gift for each of the 22 inductees.

Alumni/Preceptor Dinner

What better way to end the day of the program’s Case Competition than to celebrate with current students, their preceptors and program alumni. Although administrative residency preceptors from New York, California and Texas were unable to attend the program’s annual dinner, all preceptors were recognized for their support. Preceptors had the opportunity to speak briefly about the contributions made by their residents. This year’s guest speaker was Brett Lee ’02, who was recognized by ACHE last year as the National Young Healthcare Executive.
of the Year. Brett currently serves as chief operating officer at Children’s Healthcare of Atlanta and oversees one of the country’s largest children’s health networks. In his presentation, “Beyond Healthcare Reform,” he discussed our changing industry and the leadership skills that will be required to make it thrive.

This year’s dinner also served as an opportunity for the Class of 2002 to meet for its 10th reunion. In attendance, and included in the picture, were Arvin Mejia, currently of Continuing Health Partners in New York City; Inga Adams-Pizarro, of Booz Allen Hamilton, Rockville, MD; Brett Lee; Jessica Panish, of Ortho-McNeil-Janssen Pharmaceuticals in New Jersey; Anshu Choudhri, of BCBS Association in Chicago; and Roshy Didehban, of the Mayo Clinic in Scottsdale, AZ. The reunion continued through Saturday with brunch at the Baltimore Inner Harbor. Members of the class who were not in attendance were there both in spirit and on the big screen, which flashed their photos from Canada, Taiwan, Thailand and Boston.

MHA Capstone Presentation

On May 5, the MHA program launched its inaugural Capstone Symposium. The members of the Class of 2012 recovered from the festivities of the alumni/preceptor dinner to make it back to campus by 9 a.m. the next morning to present their capstones to classmates and program directors. Among the topics were “The Changing Payment Landscape for Health Care Providers, Payers and Patients”; “Transitions in Care: Models to Improve the Continuum of Care”; and “The Role of the Health Coach in the Accountable Care Era.” Students had 10 minutes to present their work, followed by questions from their classmates. It was a stimulating session for all. Although business attire was not required of the students, their capstones were extremely professional, exhibiting solid research and analysis. Pictured above, far right, is Omar Hajji, who presented on “Emerging and Future Applications of Analytics and Data Aggregators in the Healthcare Industry.”
Hopkins Opens New Clinical Buildings

After years of planning and five years of construction, Hopkins’ new 1.6-million-square-foot clinical buildings, one of the largest hospital construction projects in U.S. history, finally opened its doors on May 1. The facility, costing $1.1 billion, sits on over five acres adjacent to the existing campus and includes the Sheikh Zayed Tower, named after the late Sheikh Zayed bin Sultan Al Nahyan, the first president of the United Arab Emirates, and The Charlotte R. Bloomberg Children’s Center, named in honor of New York Mayor Michael Bloomberg’s mother, who died last year at 102. The entire project includes 560 private rooms, 33 state-of-the-art operating rooms and expansive new emergency departments.

“This is a transformative milestone in the history of Johns Hopkins Medicine,” says Edward D. Miller, MD, former dean and CEO of Johns Hopkins Medicine. “We are so pleased that this day has finally arrived, and we can deliver the highest levels of care that Johns Hopkins is known for in this beautiful new facility.”

Information, photos and video of the new buildings are available on the Hopkins Medicine website, but now let’s put a Management Rounds twist to the story. The MHA program at Hopkins wanted to take advantage of this rare learning opportunity. Leading the NCB’s executive team were Ted Chambers, administrator of the Johns Hopkins Children’s Center, and Christina Lundquist, administrator for Anesthesiology and Critical Care Medicine. Given that Christina is a 1990 graduate of our program and Ted was her administrative residency new clinical towers.

Obviously, a significant amount of planning was involved in preparing to move so many patients from the older nursing units to the sparkling new ones, and that gave the entire Class of 2013 an opportunity to participate in dry runs of the move. Most served as mock patients; others were timekeepers and observers. Each mock patient was assigned to a new unit and moved from the old unit by a team of hospital staff. Students involved in the dress rehearsals were expected to submit feedback on the experience to the Command Center. Steve McMillen, pictured above at left, had the opportunity to play a pediatric patient who was transported to surgery. During another rehearsal, he played a husband who collapsed as his wife was receiving dialysis; he was quickly transported to the new ER. Jordan Robinson played a cardiac patient on a ventilator being moved from Halsted to Zayed. The team struggled to fit into a cramped elevator in the old Halsted building.

On Move-in Days—Sunday and Monday, April 29–30—the Command Center team followed the progress of every unit’s move on a giant screen. As each of the 20 hospital units completed transporting their patients to their destination, Christina rang a cowbell and staff cheered. A total of 271 patients were moved from their old rooms to the new facility. The move went smoothly and ahead of schedule. And though the Class of 2013 didn’t actually build the new facilities, they played a part in making sure the transition was smooth.

From left: Steve McMillen ’13 and Jordan Robinson ’13 serving as mock patients for the opening of Hopkins’ new clinical buildings.

Accountable Care Organization

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to his appointment at GBMC, he held leadership positions in prominent healthcare organizations in the Boston area. “The essence of our strategy lies in two parts—better coordination of care and a compact with our physicians for better care coordination,” Chessare says. “The U.S. has the best-trained physicians and nurses in the world and everyone is working very, very hard, but the system lets them down every day because it is too fragmented. We have come a long way in redesigning our system of care, and the metrics support this. But we have a long way to go to get to perfection for every patient, every time. We have a long way to go to create the system of care that is integrated and that anticipates what the patient will need before she needs it.” With this strategy in mind, these MHA program students and alumni have a chance to participate in the widespread changes to the industry and gain valuable insights into the future of healthcare.
Alumni Profile: Christina Lundquist, MHS

Sometimes it’s all about the Residency and the Relationship

As a student in what was then called the Johns Hopkins University School of Hygiene and Public Health, Christina Lundquist ’90 had been exploring residency options in both women’s health and public policy until she met Ted Chambers, who was then chief operating officer of Homewood Hospital Center, a Hopkins-affiliated hospital on North Charles Street in Baltimore. That first meeting ignited a professional relationship that has spanned more than two decades, catapulting Christina into a career trajectory that positioned her at the forefront of Johns Hopkins’ recent move of 271 patients from the old hospital buildings to the new $1 billion Sheikh Zayed Tower and Charlotte R. Bloomberg Children’s Center.

As a complement to the solid foundation of course work that students in Health Policy and Management acquire, the residency experience—and the opportunity it presents to establish relationships with other healthcare professionals—is, Christina says, the blue chip differential that sets Hopkins apart from other MHA programs. “I didn’t think hospital administration was my thing, and then I met Ted. Listening to him describe the work, the opportunities and the caliber of colleagues I would be interacting with during a residency at Homewood Hospital cemented my decision and ultimately altered my career path. I was exposed to all levels of hospital administration and was working alongside professionals I respected and could learn from.”

Following her yearlong residency, as a second-year student, Christina was officially hired and worked alongside Ted to eventually close the Homewood Hospital Center. Twenty years later, with military precision and as Lundquist says, “nary a hiccup,” this former preceptor and his student orchestrated the opening of The Charlotte R. Bloomberg Children’s Center and the Sheikh Zayed Tower, the most ambitious clinical transfer in the history of Johns Hopkins.

Administrative Residency Placements for MHA Class of 2013

Evan Brewer  
Johns Hopkins Hospital  
Department of Physical Medicine and Rehabilitation  
Baltimore, MD

Shiv Kirat Deol  
The Johns Hopkins Home Care Group  
Baltimore, MD

Prashant Dilwali  
Alvarez & Marsal  
New York, NY

Matthew Drohan  
The Emory Clinic  
Atlanta, GA

Karen D’Souza  
The Johns Hopkins Armstrong Institute for Patient Safety & Quality  
Baltimore, MD

Theresa Falcon  
The Johns Hopkins Health System  
Operations Integration  
Baltimore, MD

Miriam Guzman  
University of Maryland Medical Center  
Operations  
Baltimore, MD

Christina Lieu  
KPMG, LLP  
Baltimore, MD

Sierra Long  
Children’s National Medical Center  
Washington, DC

Steve McMillen  
Rush University Medical Center  
Chicago, IL

Lauren McQuilllin  
Deloitte Consulting, LLP  
McLean, VA

Kayla Miller  
Lancaster Regional Medical Center  
Lancaster, PA

Jay Mittal  
University of Maryland Medical Center Planning, Marketing & Business Development  
Baltimore, MD

Alyssa Nardi  
Temple Physicians, Inc.  
Philadelphia, PA

Amale Obeid  
The Wilmer Eye Institute at Johns Hopkins  
Baltimore, MD

Jordan Robinson  
Children’s Medical Center  
Dallas, TX

Asmita Salil  
Deloitte Consulting, LLP  
McLean, VA

Sam Schuessler  
The Johns Hopkins Hospital  
Department of Anesthesiology and Critical Care Medicine  
Baltimore, MD

John Shepard  
Stanford Hospital and Clinics  
Quality, Patient Safety, and Effectiveness  
Stanford, CA

Julie Silver  
Greater Baltimore Medical Center (GBMC)  
Planning, Marketing & Business Development  
Baltimore, MD

Linda Sobh  
MedStar Institute for Innovation  
MedStar Emergency Physicians  
Washington, DC

Yi Wang  
San Francisco Health Plan  
San Francisco, CA
Congratulations to the Class of 2012

All but one of this year’s MHA graduates returned to Baltimore to participate in the 2012 Convocation ceremonies on May 23 at the Meyerhoff Symphony Hall. Steven Lewis, international envoy for humanitarian efforts and co-founder and co-director of AIDS-Free World, was the speaker. Recent Delta Omega inductees Fadi Rammo and Michael Finegan received special recognition at the ceremony. At the Honors and Awards dinner the evening before Convocation, Matt Croskey was announced as the winner of HPM’s John P. Young Memorial Fund Award for his paper “Clinical Pathways: A Survival Strategy for Value-Based Purchasing.” Molly Zhang, the graduate not included in the photo, continued at her administrative residency site, the San Francisco Health Plan, where she was recently hired as project manager/business systems analyst.

MHA Student Presents at National Conference

Julie Silver '13, current MHA Student Association president, presented at the Healthcare Systems Process Improvement Conference this past February in Las Vegas. The Society for Health Systems holds this event each year to provide a forum to share best practices in quality, productivity and efficiency in the healthcare field. Julie presented with a former colleague on “A Rational Decision-Making Framework: Medication Distribution System,” a project they completed during her time at BJC Healthcare in St. Louis. This framework standardizes the process for deciding which type of distribution system to implement in a hospital using computer simulation modeling, a human factors assessment and the Kepner-Tregoe rational decision-making model. Congratulations, Julie!

Certificate Program Offered in Peru

At the end of June, Ann-Michele Gundlach, associate director of the MHA program, presented certificates of completion to 30 health leaders in Lima, Peru, who had concluded a noncredit version of our Certificate in Health Finance and Management. All 30 participants are part of Pacifico Salud, a large healthcare provider and payer organization that is affiliated with Johns Hopkins International. Faculty of the MHA program traveled to Lima and presented a mix of management, strategy, finance and patient safety courses. The program design combined classroom instruction, on-site hospital observations and assessments, as well as the development of a network-wide communications and change strategy for their new mission, vision and values. It was evident to both Hopkins faculty and their students that many of the challenges of delivering quality healthcare are shared throughout the world.