Greetings to All,

The 2013-14 academic year has gotten off to a very good start. All 25 members of the Class of 2015 arrived to campus in late August fully prepared for the exciting year that is planned for them. (Learn more about this year’s group on page 2.) By mid-September the new cohort had already toured Bayview Medical Center; been in seminar with Charlie Reuland, Bayview’s COO; and had lunch with Ron Peterson, President of The Johns Hopkins Hospital and Health System and EVP for Johns Hopkins Medicine, to learn about some of the changes Hopkins is making to keep pace with the emerging demands of the health sector.

As you may remember, it doesn’t take long for first year students to begin wondering if they will seek residencies that will take them to the provider or consulting route. To help them along, we held our annual early career consulting panel discussion on Friday, September 27th. (Be sure to look for the photos from this event.) Following the panel, a reception sponsored by the MHA Office and Student Association gave all the attendees and current students an opportunity to chat further about their interests, career choices and MHA life in general.

In addition to planning an exciting seminar series for our new students, we have also been making some changes to our curriculum. In response to student feedback, we are introducing a new course, Health Economics for Managers, in the second term (see page 2). Two new part-time faculty will also be joining us this year. Kyun Hee “Ken” Lee, MHS 2008 & DrPH 2013, will be teaching Quantitative Tools for Managers in the second term. Ken currently serves as the Associate Director of Quality and Financial Integration at the JHM Armstrong Institute for Patient Safety and Quality as well as the Department of Finance. In addition, Stacey Lee, JD, an Assistant Professor at the JHU Carey Business School and adjunct faculty at the University of Maryland School of Law, will teach our Legal and Ethical Issues in Health Care course in the fourth term.

As far as the search for the new director, Ellen MacKenzie, PhD, our department Chair, appointed a search committee in August and I will be chairing the efforts of this group. We look forward to a successful search process. For those of you who are wondering what Bill Ward is doing, he can still be found on campus teaching courses and working with students. Please let us know whenever you, too, will be on campus. All of us in the MHA program office and our students enjoy hearing from you.

Best regards,
Welcome MHA Class of 2015

Same pose, same setting, same good weather, but 25 new faces! The first event of the MHA school year started days before the School’s formal orientation activities. Once again, the Gundlachs hosted the annual Welcome Party at their home on the last Monday afternoon in August. The Class of 2015 was already well connected by the time of the party. Their second year MHA buddies did an excellent job preparing them for Baltimore and the program before they even arrived to Baltimore. For a class of 25 students, they seem to have arrived in pairs: 2 from California, 2 from Texas, 2 from outside of the U.S, 2 from UVA, 2 from UNC, 2 from UMD, 2 biomedical engineers, and 2 named Lucas! The student who came the greatest distance to join the program is Nuriesya Abu Bakar from Singapore. Given that second year student, Monica Shah is completing her administrative residency at Johns Hopkins Singapore, a swap seemed to be in order!

Health Economics for Managers

At the request of MHA students, the MHA program has modified the required health economics course to make it more relevant to those who will be leading and managing health care delivery organizations. Topics will include: the use of economic incentives to influence health behavior; asymmetric information and the role of agency in health care; the application of behavioral economics to health care; government as payer and regulator; the role of health insurance; and the theory of the firm as it applies to physicians, hospitals, and systems. The new course, taught by the program’s associate director, Doug Hough, will be introduced this year as a “special studies” in the second term. The MHA program anticipates that Doug’s course will also be a popular elective for the MPH students concentrating in Leadership and Management as well as the HF&M certificate students.
Identity, Trust – and Energy
“Who are you and why should I trust you?”

That’s probably the most fundamental question any patient or provider might ask MHAs -- whether they’re working in hospitals, health systems or consultancies. It’s also the central question of Greg Conderacci’s “Marketing in Health Care Organizations” course.

“Every profession rests on a foundation of trust, but clearly none more than health care,” says Greg. “Often, you’re asking people to risk their lives, their loved ones or their livelihoods based on what you say. It may be the most challenging marketing there is.” Greg should know. For more than four decades, he has “used the magic of communication to help people live happier, more productive, more rewarding lives,”

For the last decade, his firm, Good Ground Consulting, has dispensed marketing advice to a wide variety of organizations: hospitals, hospital associations, drug companies, insurers, law and accounting firms, investment banks, and a host of non-profits, including Johns Hopkins. Before joining Bloomberg last spring, Greg was an adjunct faculty member at Carey Business School.

Greg began consulting after leaving the Baltimore investment bank Alex. Brown Inc., where he was chief marketing officer. “Alex. Brown was America’s oldest investment bank, and it had a great brand,” says Greg, who led the firm’s celebration of its 200th anniversary in 2000. Prior to that, he was vice president of sales and marketing at the Prudential Health Care Plan of the Mid-Atlantic, formerly the Johns Hopkins Health Plan. “It was an exciting time because managed care was evolving rapidly,” he says.

In the 1980’s, Greg led a number of initiatives at Catholic Charities of Baltimore, including its marketing. He’s best known for starting many of the agency’s poverty programs, including Maryland’s largest soup kitchen, Our Daily Bread, and a number of shelters for the homeless.

Greg began his professional career as a reporter for The Wall Street Journal, first in Detroit and later in Washington, where he covered economics. “Jimmy Carter was President and the economy was a mess – both recession and inflation,” Greg says. “Not so good for the country but a great experience for a reporter.” A graduate of Princeton where he was Editor-in-Chief of The Daily Princetonian, Greg also holds a Masters of Public Policy from the Kennedy School at Harvard.

A fanatical ultra-long-distance bicycle rider, Greg routinely races his bike hundreds of miles at a time. This summer, he rode 750 miles across Alaska in about three and a half days. He has ridden coast-to-coast and in famous races in the US and Europe. His experiences on the bike are the grist for courses in personal energy management that he has taught for several national and local companies.

Program Site Visits

Four of the 25 students in the Class of 2014 are doing their administrative residencies in Washington, D.C., so that’s where Teresa conducted her first site visits. The Advisory Board Company on K Street was her first top. Mitu Ramgopal, ’14, was transitioning from The ABC’s DC office to join the Crimson team in Austin, TX in late July and Teresa wanted to meet with Mitu before he headed west. Next stop, MedStar’s MI2, aka Institute for Innovation, where Teresa met with Christine Laccay, ’14, and Jeff Collins, ’08, as well as Dr. Mark Smith, MI2’s director and Christine’s preceptor. Given the number of program alum in the area, it was not difficult to round up a group of for an after work get together. Pictured to Teresa’s left are Jeff, Christine, current Sibley residents Avantika Handa and Antonio Diaz-Carrera; to her right, Shughang Dave, ’11; Sierra Long, ’13, and Jennifer Newcomb Rhodes, ’11. Missing is Mitu who ended up working late on July 18th!

Next stop, Philadelphia. Prior to visiting second year student Dane Denby at Health Strategies and Solutions on August 29th, Teresa visited Kathryn Van Veen, ’10, and Paul Staehle, ’03, both of whom work in Corporate Finance at University of Pennsylvania Health System, just a few blocks away from HS&S. Dane is the first MHA resident at HS&S, an opportunity which came to the program through George Karageorgiou, ’06. Both George and Dane’s preceptor, Tracy Johnson, VP at HS&S, will be meeting with the Class of 2015 on November 1st.
MHA Students in Action

Above, Umang Desai, '11, visited in mid-September from Seattle, WA where he is currently a clinical administrator within the Swedish Medical Group. Pictured with Umang is Lauren Stearns, '14, the current administrative resident at the Clinical Practice Association at Hopkins, the same residency that Umang completed.

Charlie Reuland, '90, COO of Bayview, shares “a typical day in the life of a COO” by literally sharing his calendar with members of the Class of 2015.

Below, during our annual Consulting Panel, current students and alumni actively engage our 1st year MHA students in Q&A about working as a healthcare consultant.
Program Alum Receives 2013 JHU Knowledge for the World Award

As part of the School’s alumni week, Dr. Cyrus Engineer, Class of 2003, was recognized on September 24th for receiving the JHSPH Alumni Knowledge for the World Award. Cyrus was already a medical doctor before joining what was then the Master of Health Science in Health Finance and Management program, and continued his studies at JHSPH earning the DrPH from the Department of Health Policy and Management in 2007.

The Knowledge for the World Award honors alumni who have brought credit to the University and their profession in the international arena through their professional achievements or humanitarian service. Cyrus was the Country Director for the JHU offices in Kabul, Afghanistan where he led a multi-disciplinary and international team to help the war-torn country build a health care system. The School was under contract since 2003 with the Afghan Ministry of Health and Cyrus was the director from November 2011 until the office closed in April. During this period, Cyrus led the dialogue with the government of Afghanistan on both policy and managerial issues, dealing with physical insecurity, and governance arrangements while under the intense scrutiny of the government and NGO community.

Prior to his work in Afghanistan, Cyrus worked for the World Health Organization (WHO) World Alliance for Patient Safety, where he led one of the main programs for the first Global Patient Safety Challenge. This initiative heightened the awareness of health care associated infections and raised the profile of hand hygiene among health care professionals globally. Due to the efforts of Cyrus and his team, over 5800 hospitals from 123 countries endorsed this effort. Cyrus continued his work for WHO in Baltimore, serving as the Manager of WHO’s Patient Safety Project.

Currently, Cyrus stays closer to home. In addition to maintaining his faculty appointment and collaborations at JHSPH, Cyrus is an Assistant Professor at Towson University where he teaches health care management courses.

MHA Student’s Paper Among the Top Global “Emergency Medicine” Research Articles

Congratulations to Dr. Mahesh Devnani, class of 2014! His research paper Factors associated with the Willingness of Health Care Personnel to Work During an Influenza Public Health Emergency: An Integrative Review published in the December 2012 issue of Prehospital and Disaster Medicine has recently been selected as one of the top global ‘Emergency Medicine’ articles of 2012 by the Global Emergency Medicine Literature Review (GEMLR). In the August 2013 issue of Academic Emergency Medicine, GEMLR published its findings in which it identified 28 top papers among 4,818 published on emergency medicine in 2012. Dr. Devnani’s work on the willingness of healthcare workers to work during an influenza emergency has always been a major concern of healthcare administrators. His research has important implications for disaster and pandemic planning at the hospital, regional, and national levels.

Mahesh’s article may be found at http://journals.cambridge.org/action/displayAbstract?fromPage=online&aid=8756035

Mahesh is currently completing his administrative residency at the University of Maryland Medical Center under the preceptorship of Leonard Taylor, Senior Vice President for Operations and Support Services.
2013 Grad Published in JAMA Surgery

John Shepard’s article *Financial Impact of Surgical Site Infections on Hospitals* appeared in the August 21, 2013 issue of *JAMA Surgery*. John, a Hopkins biostatistician in Epidemiology and Infection Control, before joining the MHA program in 2011, performed the study at four of the hospitals within the JHHS using data from 2007-2010. Few studies have conducted an analysis for SSIs from the perspective of hospital administrators. The data suggested that hospitals have a financial incentive to reduce SSIs, but hospitals should expect to see an increase in both cost and revenue when SSIs are reduced.

Former program director, Bill Ward, and Dr. Trish Perl, the senior hospital epidemiologist for Johns Hopkins Medicine, are among the co-authors. While completing his MHA degree, John also earned a Certificate in Public Health Informatics. John is now in his home state of California where he is a Data Architect at Stanford Hospital & Clinics. Additionally, John started his own consulting company that focuses on implementing electronic solutions that increase the efficiency of infection control surveillance utilizing existing EHR infrastructure.

Alumni Updates

**Jeff Collins, Class of 2008**, was recently promoted from Manager to Administrative Director of MedStar’s Institute for Innovation (MI2).

**Brett Lee, Class of 2002**, CEO of Tenet Healthcare’s Lake Point Health Network in TX, was recently named one of *Modern Healthcare’s Up and Comers* for 2013.

**Jessica Panish, Class of 2002**, has a new position within J&J. After 5 years in Health Economics and Outcomes Research, she recently moved to Ethicon, Inc. (the device side of the industry) as associate director in Global Health Economics and Market Access.

**Hasnain Photowala, Class of 2004**, recently accepted a new position within MedStar. Formerly the Administrative Director of the Transplant Institute at Georgetown, he is now back at the Washington Hospital Center as the Administrative Director of Surgery.

**Michael Poli, Class of 2010**, as of September 23rd, is an Assistant Chief Executive Officer with CHS, Community Health Systems, at Western Arizona Regional Medical Center in Bullhead City, AZ.

**Sara Wei, Class of 2010**, is now the Manager of Program Development in the Strategic Services department of her alma mater, UC Irvine Medical Center.
What’s New With You?

The program office encourages you to share your information. Let us know if you have changed positions, addresses, etc. We would love to hear from you!

http://www.jhsph.edu/departments/health-policy-and-management/degrees-programs/master-of-health-administration/

To view other HPM Department events, please visit the HPM Alumni page: http://www.jhsph.edu/departments/health-policy-and-management/alumni/