Dear Friends:

Hope you all had a wonderful summer. Our school year is off to a great start with the arrival of 26 students. All 30 of our second year students are placed in residencies within health systems, consultancies, and health plans throughout the U.S. In just a few weeks we will start the admissions process for the Class of 2021.

As I look back on my first year as director, I’m grateful for the legacy that I inherited from previous directors. Today, as I write to you, Bill Ward is leading the Class of 2020 in Friday Night at the ER, a team learning simulation game in which students manage patient flow during a 24-hour period. The nurse manager shadowing experience, introduced years ago by Ann-Michele Gundlach, is another annual hallmark of the MHA experience. Doug Hough continues to employ innovative speakers and settings, such as the battlefield of Gettysburg, to teach the consequences of strategy and leadership. A more recent opportunity to bring the world of practice into the curriculum is the revised management sequence that I took over from Eric Ford. Now, as early as the first term, students are introduced to lean six sigma tools and have the opportunity to work toward a green belt. To learn about some of the other ways we’ve enhanced our curriculum, I encourage you to read our most recent edition of Management Rounds.

Our goal is to keep our program as current and relevant as possible. To that end, we recognize the value that you as alumni provide indirectly and directly. We are only half-joking when we tell our students that they should be able to name at least 50 alumni who they met during their first year of the program. In my last message I referred to the importance of life-long learning; in closing for this edition, I want to acknowledge the critical role our alum play in life-long networking and teaching our students how to pay it forward.

Hope you enjoy reading this edition of our e-newsletter.

Mark J. Bittle, DrPH, MBA, FACHE
Program Director
The MHA program office and the MHA Student Association welcomed the Class of 2020 to Hopkins on Tuesday, August 28. This year’s orientation started off with a presentation by second year MHA students Miriam McBride and Kam Knab. After they shared their tips and tricks for making the first year successful, Anna Ye, also from the Class of 2019, gave a brief session on business etiquette. The afternoon ended with a happy hour at the Marriott Residence Inn at the Johns Hopkins Medical Campus. *(If you graduated before 2017, you need to return to Baltimore and see how the area north of campus has been transformed! The rooftop bar at the Marriott provides an incredible view of the City! And while you’re here, please meet the Class of 2020: our students always enjoy meeting alumni!)*

Given the extensive online orientation program that students completed during the summer and the more formal orientation sessions scheduled during the last few days of August, the Class of 2020 was well prepared to start classes on September 4th. As has been the case for the past several years, by day one the new students knew not just their classmates, but most members of the second year class.

Of the 26 students in the entering class, most have a few years of work experience, but not necessarily in health care. They came from all over the U.S., but the two who traveled the greatest distance were Andrew Michalek, originally from San Antonio but joining us from Hong Kong, and Xinyi Liang, a registered nurse from the University of Iowa whose home is China. More to come on the Class of 2020 in future editions.
Classes started Tuesday, September 4 and the road show started September 7. First stop was KPMG’s new Pratt Street office. At 8:30 am, over breakfast, the new cohort was introduced to preceptor and alumnus, James Case. Everyone in the Class of 2020 was warned prior to matriculation that there was something different and important going on in Maryland. For the past several years, James and his team at KPMG have summarized for the incoming students what they need to know before being introduced to healthcare executives from health systems within the State. Starting with an explanation of the Health Services Cost Review Commission (HSCRC) and moving on to Maryland’s “All-Payer” system, James walked through the evolution of the Medicare Waiver. By the time James got to Global Budgets and Total Cost of Care Models, students were beginning to realize that they were no longer in Kansas! Fortunately, team KPMG prepared an extensive handout for the students and James will be back for MD Healthcare 102 later in the fall.

By 2:00 that same afternoon, the cohort was at the Johns Hopkins Bayview Medical Center meeting with Dr. Richard Bennett, President of Johns Hopkins Bayview Medical Center, and members of his team. Dr. Bennett, who has been at Hopkins since his medical internship in 1982, the year that Baltimore City entered a management agreement with Johns Hopkins Hospital, gave an outstanding introduction to Bayview.
On the road with the Class of 2020....

After students took their tour of Bayview, they had an excellent understanding of where Bayview fits into Johns Hopkins Medicine. And if they did not remember, Ron Peterson, President Emeritus of Johns Hopkins Health System, reminded them on September 13 when the class met with him in the SOM Board Room. Mr. Peterson, like Dr. Bennett, has a long history with Hopkins. Arriving as an administrative resident, Mr. Peterson later served concurrently as president of the Johns Hopkins Hospital, the president of the Johns Hopkins Health System, and the executive vice president of Johns Hopkins Medicine. Who better than Mr. Peterson to explain the current configuration of JHM!

Next trips....Bon Secours, LifeBridge, Howard County General; stay tuned for more stories!

Howard County General Presents to Class of 2020

The Class of 2020 had the opportunity to meet Steve Snelgrove, the President of Howard County General Hospital and his current administrative resident, John McKiel, on Friday, September 21 during an MHA Seminar. Howard County General was the first of the three community hospitals to join Johns Hopkins Medicine. Not coincidentally, Connor Johnson was asked to serve as student host for this seminar. Connor, who grew up in South Carolina, was born in Columbia, Maryland at its only hospital — Howard County General. Although Connor was born a few years before the hospital was acquired by JHM, the presenters brought a gift to Connor to recognize him as one of the thousands of babies who were delivered at HCGH since its opening in 1973. Connor and his classmates will be touring HCGH on Friday, September 28.
Ashley Spivey, Class of ’11, may joke that she would probably win the award for the alum who has had the most jobs since graduation, but she truly appreciates how each of her experiences uniquely prepared her for landing her dream job. After spending most of her career in consulting (both general management and health policy and reimbursement) with brief stints in the research, patient advocacy, and trade association worlds, Ashley was finally ready to make the jump to industry.

The new year brought both a new job and a new coast. Ashley packed up her bags (and car, that wasn’t getting much use in D.C.) and left the blistering cold of winter behind and embarked on her new journey to sunny southern California. Ashley began her role at Edwards Lifesciences as the Senior Manager, Market Access & Reimbursement Strategy on the Global Health Economics and Reimbursement team.

She is primarily responsible for developing and implementing reimbursement and market access strategies to support successful patient access to the exciting new transcatheter mitral and tricuspid valve technologies (TMTT). This includes development of the overarching global strategy for reimbursement and market access early in product development and providing key guidance to these programs on necessary evidence development and stakeholder needs that reflect global payer and economic decision-maker needs.

When she is not settling in to her new role, Ashley is taking advantage of the beautiful California weather, settling in to her new home in Laguna Beach, and actively recruiting for open positions on her team! She encourages any interested alumni to reach out to her to learn more about life at Edwards.

Edwards Lifesciences is the global leader in patient-focused medical innovations for structural heart disease, as well as critical care surgical monitoring. Driven by a passion to help patients, the company collaborates with the world’s leading clinicians and researchers to address unmet healthcare needs, working to improve patient outcomes, and enhance lives. Headquartered in Irvine, CA, Edwards has extensive operations in North America, Europe, Japan, Latin America, and Asia and currently employs over 10,000 individuals worldwide.

https://edwards.taleo.net/careersection/edwards_external_cs/jobsearch.ftl?lang=en&location=160751283
Honoring Rose Zummo, ‘98

At the 2018 Alumni and Preceptor Dinner, members of the class of 1998 met to celebrate their 20th year reunion. Aileen McShea, Vice President of Community Health at Keswick, spoke for the Class of 1998 that evening. In addition to sharing memories and wisdom with current students and other guests, Aileen’s class honored one of their classmates, Rose Zummo, who passed away in 2011. Rose, a commuter student who spent a great deal of time in the Hampton House library, was remembered for her love of learning. To further recognize Rose, Aileen took the lead in establishing a student fund in Rose’s memory. The fund, established by the Class of 1998, will support current and future MHA student attendance at local professional conferences. It is anticipated that the first award will be made in 2019.

Anyone interested in contributing to the fund may do so by sending a check made out to Johns Hopkins University addressed to:

Johns Hopkins Bloomberg School of Public Health
Office of External Affairs
Attn: Yolanda Tillet
615 N. Wolfe St., E2132
Baltimore, MD 21205

MHA Assistant Director Teresa Schwartz visited Aileen at Keswick just a few weeks before the opening of the Wise and Well Center for Healthy Living. Aileen will be meeting all members of the Class of 2020 next month when she introduces a residency opportunity to them.

HPM Alumni Event in D.C.

On Thursday evening, September 20, HPM hosted an alumni event at the Kaiser Family Foundation’s Barbara Jordan Conference Center on G Street. In attendance were both former chair and current dean, Dr. Ellen MacKenzie, as well Dr. Colleen Barry, current HPM chair. In between refreshments and networking, attendees learned what is new in the department and the school. Dean MacKenzie gave an update on the School’s strategic plan which will be shared in early October. (Thanks to any of you who contributed to that initiative!)

Program alum who attended the event included Anshu Choudhri, ‘02; Robert Hart, ‘14; Jennie Newcomb Rhodes, ‘11; and Ellie Hwang, ‘18.

Next school wide alumni event—Houston, TX!
Residency Update: Andrew Zimmerman

Beginning my residency as an associate at Kaufman Hall has been a whirlwind, but also a spectacular learning experience. Even in my first weeks, I have been able to use much of the knowledge from the MHA program to assist me in many of my projects.

During the initial training program, we took a deep dive into everything that healthcare consulting entails, from client meetings to excel formulas. Since the conclusion of our training, I have worked with a few MHA alumni, who have been such a great resource in these initial stages.

Kaufman Hall’s scope of healthcare services include strategic and financial planning, mergers and acquisitions, and treasury and capital markets. I will be focusing my time within the strategy practice, but our comprehensive training program has equipped us with the skills to work across practices.

During our 4-week new associate training, we had the pleasure of hosting Dr. Mark Bittle as a guest speaker for our “Healthcare 101” presentation. The new associate class comes from a multitude of backgrounds, from biology and neuroscience to finance and economics. The diverse cohort has been particularly beneficial throughout the training process, with each new hire bringing a unique perspective to the table.

Socrates said that “The only true wisdom is knowing that you know nothing.” This is especially important in the consulting field, where every day brings new and unique challenges.

Kam Knab: Program’s 1st Resident at the HSCRC

It’s been a busy summer at the Health Services Cost Review Commission, as staff prepare for the implementation of the 2nd phase of Maryland’s Total Cost of Care (TCOC) Model. As the state shifts from planning into implementation, it’s been all hands on deck. I joined the HSCRC as a Fellow in the Center for Clinical and Financial Information – which I like to think as the backbone of the HSCRC and our All-Payer Model. Our core operations include collecting, validating, and processing the hospital case-mix (discharge) data from all inpatient and outpatient services as well as hospital financial information. This data is critical to hospital rate setting and “powers” much of the organization’s work. As such, it’s critical that data is accurate, high quality, and available.

Things are changing, however, as the TCOC model is requiring hospitals (and the HSCRC for that matter) to look outside their walls. I’m working with my team to acquire additional data, including CMS’s MDS and OASIS data (SNF and home health data), Medicaid and private payer claims data, and developing a strategy to collect electronic clinical quality measures (eCQMs) and patient reported outcome measures (PROMs).
More from Kam....

While my center helps acquire and process data, we generally pass that data along to other centers for use in their core business processes. As our data streams become more robust, detailed, and frequent we are noticing that we need to provide additional support to the other centers – building their data competency, helping them understand the different data sources available and how they’re staged and accessed, and automating business processes and making analytics more flexible. We’ve tentatively labeled this initiative as “maturing as a data driven organization” and are looking forward to seeing how we can impact the culture of the HSCRC and better support the State.

Pictured with Kam are his colleagues Sule Gerovich and Marcella Sapun.

Onyeka Okeke ‘19 stars in AUPHA video

As a 2017 HCA Corris Boyd Scholar, I was selected to participate in the new AUPHA re-branding video. I had the pleasure of sharing a student perspective on healthcare administration and the myriad of opportunities that exist within the field. The video was filmed at an off-campus site in February 2018 in Baltimore, Maryland. I thoroughly enjoyed the filming experience and was glad I could partner with AUPHA to share my thoughts on why a career is healthcare administration is both promising and fulfilling.

Onyeka is currently completing her residency in System Performance Improvement at the University of Maryland Medical System. Pictured with Onyeka is one of her preceptors, Kathy McCollum, ‘95, COO/Senior VP at University of Maryland Baltimore Washington Medical Center.
Alumni Updates

Alex Bash, ‘14, was recently promoted to Senior Manager within Genentech’s market and strategy department.

Liana Burns, ‘16, will be continuing her job as Clinical Program Development Manager at Anthem, but she has moved from DC and is working out of NYC. *(The NYC alumni group welcomes you!)*

Katie Blyth, ‘16, moved from NYC to the Denver area this summer. She remains with the Visiting Nurse Service of New York as a remote project manager.

Jessica (Panish) Cirillo, ‘02, is now the Associate Director, Marketing—Rheumatology at Mallinckrodt Pharmaceuticals.

Danielle DaSilva Birkel, ‘14, will be leaving GBMC in October to return closer to home. She is joining the Lehigh Valley Network as the Program Administrator for the Heart Institute.

Mahesh Devnani, ‘14, was awarded the Harold Gunson Fellowship by the International Society of Blood Transfusion for "A prospective study of blood utilization in elective surgeries for formulation of Maximum Surgical Blood Ordering Schedule (MSBOS) at a tertiary care teaching hospital in Chandigarh, India". Mahesh presented a paper during the 35th International Congress of the ISBT held in Toronto from June 2-6, 2018.

Lisa Doshi, ‘10, who completed her administrative residency at Johns Hopkins in the Department of Surgery, is now the administrator for the department. *(Lisa may get the prize for working the longest for her preceptor: nine years with John Hundt, ‘91!)*

Leatt Gilboa, ‘15, left MedStar after four great years (her words!) to move back to LA. She’s taking a break from health care to work for FirstLegal. [https://www.firstlegal.com/](https://www.firstlegal.com/)

Gabriel Gomez, ‘17, left Gilchrist and Baltimore to be closer to home. He is now the Project Manager for the Scripps Health ACO. Scripps is a five hospital system in San Diego.

Robert Hart, ‘14, recently left Booz Allen Hamilton and is now Manager of Health Plan Accounts at Lumeris. *(To see how he got there, take a look at Amanda Surber’s update!)*

Christine Mulshine, ‘09, featured in last fall’s edition, separated from the military to join Kaufman Hall in her hometown of Chicago.

Mario Nelson, ‘15, left Deloitte in August to join Pager as a Business Development Manager. *(NYC alum, be sure to note that Mario is in the area!)*

Megan Priolo, ‘10, left Greater Baltimore Medical Center to become the Senior Director of Reporting and Analytics at CRISP. She also is now a Principal at Hazel Tree Healthcare Solutions, LLC, [https://www.hazeltreehealth.com/](https://www.hazeltreehealth.com/)
Alumni Updates

Gaurav Singh, ‘16, left JHH Oncology to earn an MBA from the University of Texas, McCombs School of Business.

Amanda Surber, ‘14, recently left Booz Allen Hamilton to join classmate Mitu Ramgopal, Vice President, Market Operations at Lumeris. Amanda is now the Associate Director of Market Operations. Although Amanda will be traveling, the DC area continues to be home.

Darline Tunis Victor, ‘11, is now the Divisional Administrator for the Pediatric GI and Pulmonary Divisions at Weill Cornell.

Sara Wei, ‘10, the former CAO for Family Medicine and Geriatrics at UC Irvine Health, joined the Peace Corps and is now in China.

Christian Wendland, ‘17, left Upper Chesapeake Health where he completed his administrative residency to become the Senior Operations Analyst with DaVita HealthCare Partners in El Segundo.

Congratulations to all of our alumni!

Special Thanks to GBMC!

The MHA program wants to thank the team at Greater Baltimore Medical Center for providing summer internship experiences to two incoming students: Andrew Michalek and Nico Neugebauer, pictured in the center of the back row. Special thanks to Ben Beres, VP, COO, Health Partners, GBMA (extreme right) and Amber Olig, ‘05, Director of Corporate Strategy (extreme left). Also included in this photo are Michael Finegan, ‘12 and Daniele DaSilva Birkel, ‘14.

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