Greetings to All,

As my first year at Hopkins comes to a close, I can safely say it has been a blur. One of the best parts occurred on May 19th – Graduation! It was wonderful to meet the families of the class of 2015 as well as a few students who I had not yet caught-up with during their residencies. Under normal circumstances, I would have met most second years at the Annual Preceptors’ Dinner or earlier. Unfortunately, this year’s event was cancelled. (See Julie Sorensen’s reflections on the recent unrest in Baltimore on page 7).

Speaking of the 2016 class, they are all busily making arrangements to start their residencies. For the class of 2017, we are expecting 27 students, which will be an all-time high for the MHA Program. It was just a few years ago that Bill Ward wrote something similar in these very pages when the 25 students in the class of 2014 were arriving. The interest in the program by prospective students, residency sites and employers continues to be strong. The program’s strength was recognized in the U.S. News and World Reports MHA Rankings with Johns Hopkins moving up to 7th from 11th in the 2015 list.

Another major evolution took place this spring – The Commission on Accreditation of Healthcare Management Education (CAHME) made its site visit. I am delighted to report that it went very well. The Site Visit Team’s recommendation will be that we be fully reaccredited. Preparing for an accreditation site visit is a major undertaking as noted in my prior letters. Nevertheless, let me thank Doug Hough, Ann-Michele Gundlach, Bill Ward, Teresa Schwartz and Blakely Goldsmith for the hard work they put in to make the visit a success. Beyond our core staff in the program and department, our faculty, deans, preceptors, advisory board members and students all made valuable contributions.

The events listed above are only a few of the many evolutions that make the MHA Program a remarkable experience. I could go on about case competitions, trips to Gettysburg, nurse shadowing, and many more events, but my space is limited and there is one other important matter.

Ann-Michele Gundlach will step down as the Associate Program Director this summer – sad news for us to be sure (see article inside). However, every dark cloud has a silver lining. Ann-Michele will continue to teach her leadership courses and participate in the Executive Education endeavors. For me personally, Ann-Michele has been an invaluable resource and I will miss having her close-at-hand on a daily basis.

Again, let me thank everyone for making my first year a memorable and successful one.

Best,

Eric W. Ford, MPH, Ph.D.
Associate Chair & MHA Program Director
Ann-Michele Transitions Back to Part-Time Faculty by Eric Ford

It is with mixed emotions that I bring you the news that Ann-Michele Gundlach has decided to step down as Associate Director of the MHA Program. She has been with the MHA Program for over a dozen years and has helped develop it into one of the most elite MHA programs in the nation. The nurse shadowing experience, the internal case competition, the leadership and management video series are just a few examples of the innovations she has brought to the program.

Over the years, Ann-Michele has advised and guided hundreds of our students, preparing them for successful careers in healthcare. She is known nationally for her commitment to advancing the pedagogy of the MHA curriculum and the employment readiness of MHA students. In the last three years, she did yeoman’s work to develop a competency model with which to organize our ever-evolving curriculum and served as Interim Program Director in 2013-2014. Her work has been central to enhancing the quality and national standing of the Program. Along the way, the exceptional quality of her teaching was recognized with two Golden Apple Awards.

A tireless teacher and enthusiastic supporter of developing the next wave of public health leaders, Ann-Michele, in addition to her work in the MHA Program, has led the MPH Program’s Public Health Leadership and Management Concentration since 2005.

Fortunately, Ann-Michele will continue to teach her leadership course, advise her MHA students in the Class of 2016, and work with David Chin’s Executive Education program and the Preventive Medicine Residency Program.

Spotlight on Karen Davis: by Edwin Zhao, Class ‘16

Online, Dr. Karen Davis’ profile is labeled “economist” – the picture that goes along with it appears benign, distant. That’s not the Karen Davis who showed up during seminar on April 9. That Karen Davis walked the entire room, wedging her way deep between the seats in Hampton House 901, using her entire presence to conjure up scenes from her brilliant, decades-long career.

Karen is currently an endowed professor in HPM and the director of the Center for Integrated Healthcare, but she has also served as President of the Commonwealth Fund, Chair of the HPM Department at Hopkins, and Deputy Assistant Secretary for Health Policy in the Department of Health and Human Services.

When asked about her motivations, Karen credited the civil rights movement with inspiring her lifelong mission “to provide healthcare for those who need it” regardless of which role she happened to occupy. Her success? The HHS role during the Carter administration was her dream – and she published, networked, and promoted until she was the only woman for the job. Karen’s palpable energy during the seminar certainly hinted at that power of intention.

A theme that emerged in the story of Dr. Davis’ career is leaping before you look (too hard). Some of the major turning points in her career had come in the form of “the call.” And when she got those calls, she didn’t equivocate. The answer was always an enthusiastic yes. As we embark on the turbulent seas of healthcare reform, we should take heart in facing new challenges, and recognize those challenges as the opportunities they truly are.

On behalf of the MHA class of 2016, I would like to thank Dr. Davis for sharing with us these poignant lessons for the road ahead.
The 7th annual Meet and Greet returned to its original location in Hampton House on January 23, 2015. Although the crowd was not able to enjoy the lovely views from the 9th floor of the Wolfe Street Building, the panel discussion and reception were among the best in recent history.

Participating in this year’s panel were (as seated in the photo below) Marco Priolo, ’10, Director of Business Development for JHM’s Community Division; Nancy Cushman, ’12, just days before leaving Hopkins to become a Senior Process Improvement Consultant for Massachusetts General Hospital; Lisa Doshi, ’10, Senior Administrative Manager, Department of Surgery, JHM; Sean Evans, ’11, Director of Planning and Market Analysis, JHM; Matt Keene, ’99, VP of Client Engagement at Cigna; and Colin Ward, ’04, VP of Population Health/ Clinical Integration at Upper Chesapeake Health System.

The panel spoke to the first year MHA students about how to choose and get the most out of their residency experiences. As is always the case, the audience had plenty of questions for the panelists who responded candidly on all topics.

The event ended with a reception, where faculty, current students and alumni mingled and networked. The January Meet and Greet, which was originally scheduled to kick off the match interview process, has now become an important networking event for alumni. It also happens to be a fun evening and a great way to start the 3rd term. The MHA program and the Student Association look forward to having next year’s event return to the 9th floor Cafeteria on Friday, January 22, 2016. Mark your calendars!
Hopkins MHA Student Wins Stull Essay Competition

The American College of Healthcare Executives (ACHE) selected Jordan Kurtzman, Class of 2015, as the 1st place award winner in the nationwide Richard J. Stull Essay Competition. Jordan presented his paper and received his award at the ACHE’s Annual Congress on Healthcare Leadership on March 18 in Chicago.

His adviser, Dr. Doug Hough, attended the session and represented the program. “Jordan is the second MHA student in the past 3 years to win this award. It demonstrates the high quality of students that come to our program, and – maybe – the quality of the education that they receive here.”

His paper, “A Community Hospital-County Health Department Partnership to Reduce Preventable Readmissions: Lessons Learned from Population Health Management,” will be published in the Journal of Healthcare Management later this year.

Jordan, who came to Hopkins immediately after graduating from the University of Rochester, completed his administrative residency at Howard County General Hospital under the preceptorship of its president, Steve Snelgrove. After graduation, Jordan will continue at HCGH as Director, Office of Medical Staff Administration.

MHA Alumni Dinner in Chicago

This past St. Patrick’s Day coincided with ACHE Congress. Program directors, local alumni, and conference attendees who graduated from the program enjoyed good food and conversation at Maggiano’s on Clark Street. Among the alumni attendees were Monique Porter, ’02; Shalini Sharma,’95 and Rahul Shah, ’11. Several recent grads from the last few classes were also in attendance. Pictured with program director, Eric Ford, are Lucas Divine and Rebecca David, who recently completed their administrative residencies in Texas.

Ashley Thomson, ’15, had the opportunity to network with several alum from the Chicago area including Steve McMillen, Theresa Falcon, Miriam Guzman, Grant Carlson, and Chantal Haberman. Ashley will be moving to Chicago in mid-June soon after graduation and her wedding. (Double congrats to Ashley!)
MHA Case Competition 2015

The 8th Annual Case Competition took place on the morning of May 1st. This year’s challenge revolved around a marketing plan and financial analysis for a TeleCaring service line to be expanded as part of an advanced illness care delivery system. Eight teams developed eight different strategies for growing the service line outside of the Washington, DC metropolitan area.

By 1:00 case competition judges identified the top two teams: Old Bay Consulting and Seasweet Consulting. Serving as judges for the final round were local CEO’s John Chessare, MD, of Greater Baltimore Medical Center and Neil Meltzer of LifeBridge Health. The judges’ decision was not an easy one, but they ultimately selected Seasweet Consulting based on their well-developed business case and creative strategy for expansion.

The Seasweet team is pictured on the right with their judges, from left to right: Neil Meltzer, Carolina Razyel, Meherezade Sumariwalla, Matt Castner, and John Chessare.

As mentioned by HPM Department Chair, Ellen MacKenzie, at 8:00 when she opened the event: all MHA students are winners in the annual case competition. Student feedback after the event suggests that this integrative experience is one of the best components of the MHA program.

Capstone Symposium

The Symposium is for second year students what the case competition is for the first year students: an opportunity to impress their classmates and program directors, only this time for their individual achievements!

Attendance in this year’s symposium was lower than in previous years since some students from outside of the Baltimore area were kept away due to the weeklong curfew. Those who did attend were appropriately impressed by the accomplishments of their classmates. Although the symposium is informal in terms of attire, the presentations and discussions were of exceptional quality.

John Adamovich, the John P. Young winner for his capstone paper, Mobile Health: A Panacea for the Triple Aim of Health Care Reform? cites finance professor, John Ellis in his presentation.
On May 1, 2015 the 4th annual Upsilon Phi Delta, (UPD) induction ceremony was conducted in Paige Hall. Faculty advisor Ann-Michele Gundlach and UPD President Fadi Rammo,’12, welcomed new members and inductees. As this year’s induction gift, Ann-Michele and Fadi chose *The Road to Character* by David Brooks which is focused on helping readers to “rethink their priorities and build rich inner lives marked by humility and moral depth”.

Natasha Gill ’15 and Michael Finegan ’12, assisted in the distribution of gifts and certificates. Some highlights of the inductees’ achievements were delivering meals with Moveable Feast, volunteering as a Case Manager at Charm City Clinic, and tutoring students through Healthy Minds.

### 2015 Upsilon Phi Delta Inductees

Anthony DeAngelo ’15, Mario Nelson ’15, Caleb Schwarzbach ’15, Chantal Haberman ’14, Mahesh Devnani ’14, Laura Hand ’16, Meherazade Sumariwalla ’16, Victoria Lo ’16, Carolina Rayzel ’16, Julie Sorensen ’16, Christine Careaga ’16, Liana Lee Burns ’16, Mariya Grygorenko ’16, Amy McDonough ’16, Brandon Thomas ’16, Matthew Castner ‘16

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The MHA program made its annual pilgrimage to Gettysburg in late April for the first-year class’s Strategic Planning course taught by Doug Hough. It was a cold and blustery day, but guide Tony Nicastro once again did a terrific job of teaching lessons that the July 1863 battle of Gettysburg has for contemporary strategy and leadership. The group went to some different locations this year, including a “field hospital,” (see photo) where students performed a leg amputation on Doug. (Don’t worry, he’s doing fine.)
When I was asked by Teresa to write an article about how I was affected by and how I responded to the recent events in Baltimore, it made me think. The honest answer is that my day to day life was affected very little. I had a safe home in which to shelter during the rioting. The destruction didn’t touch my morning running route. And, other than a few boarded up windows of businesses on my commute to school and the media coverage, I would never have known that anything happened. However, it’s a very different picture for my neighbors in West Baltimore, many of whom never have a nice home to live in or a safe place to go, who don’t feel safe to walk in their own neighborhoods, and who aren’t lucky enough to have a commute to work or school.

It’s hard for me to imagine a life without these things, and to me such a life would feel very hopeless. So while it has been easy to condemn the rioters and to feel anger, outrage, loss, or grief towards those who bring this unrest on the city, I have to remind myself to have compassion towards all of those affected. Especially towards those whose peace and property were destroyed but who took no part in the destruction themselves, but also for those whose anger, frustration, and hopelessness erupted in such displays of violence. I don’t condone those acts, in fact I find them inexcusable and deplorable. But I’ve also never been in a situation so devoid of hope, and so for me to not acknowledge my neighbors and fellow humans with compassion is equally as inexcusable.

One of the positive things to come from these events is that there has been an outpouring of compassion and support from my fellow MHA students, School of Public Health Classmates, and from the entire community. To cite a few examples, students spent a Saturday volunteering with a project to help transform a vacant lot into a green space, art park, and concert venue. The MHA Case Competition first and second place teams decided to donate their winnings to help rebuild the Senior Center. I had the honor to volunteer alongside fellow Hopkins affiliates, community members, and AmeriCorps volunteers in converting a vacant lot into a community garden.

It was certainly inspiring to be a part of this coming together in order to build something positive after the events of the week, but what was most amazing was that even before the riots, there were already people hard at work building Baltimore. The riots certainly catalyzed an outpouring of volunteer support, but this project and many others like it were already underway. One of the strongest sentiments that was echoed by many leaders was that once the cameras leave and the stories subside, there will still be work to be done and healing to take place, and opportunities to make Baltimore a better place.

The recent events are certainly tragic, and I don’t believe we’ve seen the last of the negative impact that they will have on the city. However, they are also a personal reminder to look for opportunities to build hope and opportunities to heal.

Pictured above: Liana Burns, Julie Sorensen, Laura Hand, Neil Claracay, & Brandon Thomas
Go Ye Forth: Dinner & Awards Banquet

Following the announcement of a 365-day delay of the 2015 Alumni/Preceptor Banquet, the Class of 2016 banded together to plan their own end-of-year event. With two weeks until the end of the term, no budget and a raft of final exams and papers, everyone pitched in to find a venue. There were many dead ends, but Liana Burns struck gold and scheduled a saucy soiree at the Mt. Washington Tavern on May 14th.

The highlight of the evening was the awards presentation. Sai Khisty and Matt Castner presented “Superlative” Awards, as voted on by the members of the Class, to their fellow classmates and program directors. The most superlative “superlative” was the awarding of “Most Likely to Show off His Salsa Moves… Right Now” to MHA Associate Director Doug Hough who immediately demonstrated his abilities with Mitali Desai, ’16. who later won “Most Likely to Win on Dancing with the Stars.”

The evening continued with much merriment which was well documented by the cohort’s official photographer, Humoud Aljalahma. In many ways, this event was representative of the cohort’s best qualities. When dealt a bad hand, with long odds, they dressed up, stuck together and made every attempt to have a good time. It was a great send off for a group that will not be together again until April 29-30, 2016!

Seminar with Ron Peterson

As indicated in the fall edition of this newsletter, the Class of 2016 was determined to include Ron Peterson, President of The Johns Hopkins Hospital and Health System, in a group photo. The traditional end of year luncheon seminar with Mr. Peterson is usually a Q&A with students. Given that the seminar occurred on Monday, May 4, just a few days after the curfew was lifted in Baltimore, Mr. Peterson spent a considerable amount of time answering a question that no one in the Class of 2016 would have anticipated asking a month earlier: How has the situation in Baltimore changed since the race riots of 1968?

Mr. Peterson was an undergraduate at Homewood in 1968 and he has remained in the Baltimore-Washington area ever since. His professional career started in 1973 with his administrative residency at Hopkins. One of the key differences identified by Mr. Peterson between then and now has to do with employment opportunities. Baltimore in the late 1960’s still had jobs in manufacturing. These job losses, combined with those in banking, have now made health systems the largest employers for those without a college education. Mr. Peterson shared his thoughts on some innovative solutions for creating immediate positions within Baltimore’s healthcare systems.

Before leaving the Board Room, students let Mr. Peterson know where they will be doing their residencies, including the 8 who will be within Hopkins: Katie Blyth, Christine Careaga, Matt Castner, Mariya Grygorenko, Sai Khisty, Victoria Lo, Gaurav Singh and Laura Wortman. Class photographer, Humoud Al-Jalahma, should take full credit for this photograph. He mobilized the class in record time and set the camera so that even an amateur could get a good shot!
Graduation: Congratulations to the Class of 2015!

This year, 901 students graduated from the Bloomberg School of Public Health. Over a third of the School's graduates were MPH students, but the MHA program graduated another record class of 25 and 22 were in attendance. The MHA program once again had the distinction of being the first group of graduates to receive their diplomas from Dean Michael Klag. Ann-Michele Gundlach was the Graduates’ Marshal who had the honor of escorting the MHA Class of 2015 to their seats. The ceremony started with Dean Klag leading the graduates in stating the School’s mission....protecting health, saving lives...millions at a time. To MHA graduates, the mission has taken on a slight spin in the context of the Triple Aim....saving millions $ at a time!

The Director of the CDC, Dr. Thomas Frieden, MD, MPH, was this year’s Convocation speaker. His career advice to graduates? Understand the importance of interventional epidemiology and the relationship between research and practice. It certainly contributed to his career in both the CDC and as Commissioner of the New York City Health Department. Dr. Frieden shared an important lesson he learned from former Mayor Mike Bloomberg. He was able to pitch a smoke-free NY to the Mayor as he was convinced that it would save lives. That’s all the Mayor needed to hear so when Dr. Frieden started to identify possible obstacles, Mayor Bloomberg stated the 1st Rule of Sales: once you make the sale, leave!

Best wishes to the Class of 2015 as they join the network of over 20,000 JHSPH alumni!

Placements Class of 2016

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<thead>
<tr>
<th>Master Health Administration</th>
<th>Class of 2016</th>
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<tr>
<td>Administrative Residency Placements</td>
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- Humoud Aljalilahna
  - BIDMC, Inc.
  - Boston, MA and Kuwait

- Rachel Bridgford
  - KPMG, LLP
  - Baltimore, MD

- Kathleen Blyth
  - Johns Hopkins Home Care
  - Baltimore, MD

- Liana Burns
  - LifesBridge Health
  - Baltimore, MD

- Christine Careaga
  - Siloay Memorial Hospital, JBM
  - Washington, DC

- Matthew Cattner
  - Howard County General Hospital, JHM
  - Columbia, MD

- Neil Charyay
  - Kaufman Hall
  - Chicago, IL

- Mital Desai
  - Temple Physicians Inc.
  - Philadelphia, PA

- Mariya Grygorenko
  - Operations Integration, JHBS
  - Baltimore, MD

- Laura Hand
  - Greater Baltimore Medical Center (GBMC)
  - Baltimore, MD

- Sai Kholy
  - The Johns Hopkins Bayview Medical Center
  - Baltimore, MD

- Carolyn Knesel
  - MedStar, Ambulatory Services
  - Columbia, MD

- Victoria Lo
  - Johns Hopkins Health Care
  - Baltimore, MD

- Amy McDonough
  - Deloitte Consulting, LLP
  - Md, VA

- Carolina Rezdel
  - Meridian Health Plan
  - Detroit, MI

- Errica Romero
  - Deloitte Consulting, LLP
  - Md, VA

- Aarun Sikka
  - Deloitte Consulting, LLP
  - Md, VA

- Gaurav Singh
  - Johns Hopkins Clinical Practice Associates
  - OCHP
  - Baltimore, MD

- Julie Sorensen
  - Cigna Medical Group
  - Phoenix, AZ

- Sneharadee Sumarwala
  - The Advisory Board Company
  - Washington, DC

- Rachel Swartz
  - University of Maryland Medical Center
  - Midtown Campus
  - Baltimore, MD

- Brandon Thomas
  - Berkley Research Group, LLC
  - Hunt Valley, MD

- Laura Wortman
  - Johns Hopkins International
  - Singapore

- Jane Yang
  - San Francisco Health Plan
  - San Francisco, CA

- Yuxin (Edwin) Zhao
  - Medstar — Institute for Innovation &
  - Medstar — Emergency Physicians
  - Washington, DC
Alumni Updates

Mahesh Devnani, Class of 2014, was chosen as a Chevening Fellow to spend 2 ½ months at Oxford, UK. He'll be at Oxford's Said Business School working on a business plan. Mahesh continues his academic and administrative pursuits as Assistant Professor and Officer I/C of Outpatient Department, Department of Hospital Administration, Post Graduate Institute of Medical Education and Research in Chandigarh, India.

Sean Evans, Class of 2011, who has been with Hopkins since graduation, was recently promoted to the Director of Planning and Market Analysis for Johns Hopkins Medicine.

Sneha Jain, Class of 2012, recently left the Mayo Clinic to join Stanford Health Care as a Performance Improvement Consultant. After spending winters in both Rochesters (NY and MN), Sneha looks forward to both the work and weather in the Bay area!

Shaila Toro Menees, Class of 2005, recently left Richmond for Nashville, TN. Her new role within HCA is AVP, Cardiovascular Service Line; Operations and Service Lines Group.

Kayla Miller, Class of 2011, returned to Baltimore after spending several years with Lancaster Regional Medical Group. She is now the Operations Manager for the Rubin Institute for Advanced Orthopedics, a department of Lifebridge Health.

Fadi Rammo, Class of 2012, will be leaving the Baltimore area after spending 4 years with MedStar. Starting July, 2016 Fadi will return home to Atlanta where he will be joining the Emory Emergency Medicine team. Fadi will be responsible for managing the Grady Hospital Emergency Department.

Sam Schuessler, Class of 2013, recently left his position as Operations Manager of the Blaustein Pain Treatment Center to become the Ambulatory Services Manager for Internal Medicine at JHM.


Sara Wei, Class of 2009, recently transitioned to a new role at UC Irvine Health. She is now the Chief Administrative Officer for the Department of Family Medicine

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/