Dear Friends:

I hope that you are all looking forward to the summer as much as I am. As I reflect back on my first year as program director, I am struck by just how much work goes into assuring the program remains robust and relevant.

The goal this year was to remain true to our mission of educating future healthcare leaders and to the values that have made this program strong. I believe we have done that and will continue to build upon our strong foundation. At the same time, students, program staff, faculty, and alum are focused on innovating and stretching the boundaries in appropriate directions. To that end, we have continued to enhance the curriculum by adding new courses, expand online course offerings, and bring on experienced practitioner faculty in the areas of lean management and innovation.

I recently returned from Saudi Arabia where I was invited to teach a 2 ½-day program in population health management. This trip reminded me of the important role our students will have in helping to transform the health care delivery system here in the US, bringing not only value to the communities they serve, but true health improvement. Balancing the need to remain industry-relevant with the need to focus on the essentials of managing and leading health care systems is no small feat. There is only so much that one can cover in an accelerated program such as ours. Fortunately, our students learn very quickly that as professionals, learning is, and should be, a life-long process. This is why we are so blessed to have a strong preceptor and alumni network. By leveraging this growing network, our graduates can continue to expand their horizons and those of the communities they serve.

In closing, I share a quote from one of my favorite authors, Dr. Seuss, which goes, “Don’t cry because it is over, smile because it happened.” We wish our Class of 2018 the very best in all that they do. As the first graduating class in my role as program director, they will always hold a special place in my heart. I know they will continue to learn, contribute, be strong advocates for health, and be proud to be among the very best alumni networks!

Mark J. Bittle, DrPH, MBA, FACHE
Program Director
I can hardly believe two years have passed since I first matriculated into the MHA program. And what an incredible two years it’s been. As I was presenting my capstone, “Data Liberation at Johns Hopkins” to my colleagues at the MHA Capstone Symposium, Teresa Schwartz remarked on how I entered this program with a completely different orientation than the one I was exploring in my capstone. I came into this program with a passion for behavioral health—at the year’s outset, it would have been difficult to find someone who was more single-minded than I was in this pursuit. Through serendipity, selection of an administrative residency, and an incredible residency year, this changed.

As one of my first tasks as the resident for the Office of Johns Hopkins Physicians, I was assigned to the Office of Telemedicine to develop a telemedicine-based dashboard. As program development for the office accelerated, Rebecca Canino, director of the office, encouraged me to set the stage for creating visibility for the work I would be doing. Between writing for grants and publications for the office, a proposal was eventually accepted to present my work at the American Telemedicine Association Conference in Chicago. Presenting my work in late-April at the conference has been one of the highlights of the residency. Other highlights include standing up four other dashboards across the Johns Hopkins Health System and anchoring a multi-year project in faculty compensation.

All this work has led to my acceptance of an offer to stay within the Office of Johns Hopkins Physicians as their Business Services Analyst. Two years ago I could not have envisioned my residency going this way, but I believe that a pursuit and passion for data analysis has a common spiritual thread with my passion for behavioral health: a singular pursuit in making as broad an impact in as short a time as possible for the benefit of those in need. I look forward to supporting OJHP by informing its decisions as it guides the physician practice of the Johns Hopkins Health System as an enterprise.
Alex Kronk, UM Upper Chesapeake Health

As an administrative resident at University of Maryland Upper Chesapeake Health, I have helped plan and develop the Clinical Decision Unit (CDU) at both hospitals within Upper Chesapeake. It has been an amazing experience working together with Colin Ward, the VP of Population Health and Clinical Integration, to create a short-stay observation unit for high-risk patients and those who can have better treatments and experiences with focused, timely interventions. The amount of collaboration with financial and clinical staff to achieve the desired outcomes has been a tremendous learning opportunity. I have learned how to create “bullet-proof” business plans, present them to leadership, and follow their implementation.

Something that has astonished me as a resident at UCH is the unparalleled coordination of care and innovative methods for addressing the health needs of the population in Harford County and NE Maryland. This has involved creating our own Virtual Visit platform as well as planning for a behavioral health crisis center – two projects which I have been able to help plan. I couldn’t imagine having preceptors more generous with their time than Colin Ward and Jim Hursey, our COO.

Marissa and I will be moving to Raleigh, NC at the end of May to be closer to family and pursue new careers, but the lessons I’ve learned from Upper Chesapeake will continue to shape my future work.

The Small World of the MHA Network

Hopkins MHA students are always reminded that there only seems to be two degrees of separation in healthcare. What better example than this photo taken in Chicago on April 27. Aretz Zartarian, ’15, Regional Business Director and Director of Informatics at Cigna Medical Group in Phoenix, AZ attended a meeting with Sneha Jain, ’12, of Mumbai. Sneha is the Assistant VP, Strategic and Transformation Lead working out of the CEO’s office of IKS Health. It was only at the end of the meeting that they both discovered that they graduated from the same MHA program!
Reflections from the 11th Annual MHA Alumni Panel
By Tolga Babur ‘18 on Behalf of the MHA Student Association

This year’s MHA Alumni Panel took place on January 19th, 2018 and was a great opportunity for current and past members of the MHA program to interact. Panelists offered candid responses to career-related questions and shared some lessons-learned over the course of their careers. Our panelists represented a wide variety of cohorts ranging from graduation years of 1991 to 2011. They shared their wealth of knowledge with an audience made up of first- and second-year students, as well as other alumni and prospective students.

This year’s panelists were, from right to left: John Hundt ’91, Chief Administrative Officer or Surgery at Johns Hopkins Medicine; Sean Evans ’11, Director of Planning and Market Analysis at Johns Hopkins Medicine; Nik Buescher ’04, Executive Director of Cancer Services at Lancaster General Health; Brett McConne ’98, Vice President at Maryland Hospital Association; Aileen McShea Tinney ’98, Executive Director at Keswick Community Health; and Tom Carroll ’98, COO of Emocha, a digital health startup. Below is a brief overview of some of the valuable insights shared with the group:

Valuable experiences at Hopkins
The most value panelists derived out of the MHA program related to the people they met and the connections they created. Multiple people talked about how frequently they were able to tap into the networks they developed at Hopkins.

Mistakes
One professional mistake shared by a panelist related to being “right” versus being “effective.” As a resident, the panelist was convinced that his approach was the right way, but he was unable to gain traction. Take home message: the right way is not always the most effective way. Try to find a common ground where you can achieve results.

Takeaways from residencies
A common focus for residencies seemed to be developing both translatable and technical skills. The learning component of the administrative residency makes it a great opportunity to hone skills that you will be able to take with you.

Differentiate yourself
   By becoming the go-to person for a task
   By becoming an expert at a subject
   By finding a better way of doing something

As was mentioned repeatedly during the panel, developing and maintaining relationships is an important aspect of the MHA program. For that reason, the Alumni Panel is one of the most valuable experiences in the program and we thank our panelists for making it possible.
Hopkins Team Comes in 3rd at UAB Case Competition

The UAB case competition gives students in CAHME accredited programs students an opportunity to put into practice what they have learned to a real-life healthcare case. This year, teams were tasked with developing strategies for a rural Tennessee hospital needing to create a sustainable market position by aligning with community needs.

On February 28, Hopkins sent Sandi Wetzel, Tolga Babur and Staci Hodge to Birmingham with team coach, Doug Hough. The team came in third (out of 41 teams) behind the University of Minnesota and Rush University.

The judges praised the team for their innovative, yet practical, ideas for saving healthcare in the community. Congratulations Comprehensive Care Consulting; you represented us well!

Memories of ACHE Congress, Natalie Fung, ‘18

Six MHA second-year students: Julie Ann Fenstermaker, Sandi Wetzel, Valentina Opris, Chris Sulmonte, Ellie Hwang and I attended the Annual Congress on Healthcare Leadership hosted by the American College of Healthcare Executives in windy Chicago, IL between March 26-29, 2018. We spent four days networking with healthcare executives and other residents/fellows from different health systems across the country. We had the opportunity to attend different seminars on the student track that ranged from “Tools for the Next Generation of Leaders”, “Using ACOs and CINs as a Blueprint for Physician Hospital Alignment”, “Double-Digit Margin Improvement in Safety Net Hospitals”, to “Patient Experience and Service-Line Delivery: Avatar Edition”.

In addition to the seminars, we also had numerous other opportunities to network with healthcare executives through a series of informal events. On Tuesday, Program director Mark Bittle and the MHA program hosted a dinner at the Public House. In attendance with us were several alumni either attending the conference or working in the Chicago area. It was a fun night for everyone to catch up! On Wednesday morning, Julie Ann and I got up at 5 am to brave the cold of Chicago to participate in the Annual 5K Fun Run. Between all of the seminars and networking, we also took time to explore the Windy City and enjoy some deep dish pizza!
NYC Alum meet with Dean Ellen MacKenzie

On Tuesday, April 3, MHA Alumni joined over 150 other alum to attend the Dean’s NYC reception at the Lotos Club in Manhattan. The room was filled to capacity and attendees enjoyed super energetic conversation, according to Erik Juengst, Alumni Relations Officer who was also in attendance.

Pictured with Dean MacKenzie (center) are, from left to right, Carolina Rayzel, ’16; Jordan Hughes, ’17; Ryan Le,’17; Katie Nolan, ’17; and Allie Lopez, ’17. Looks like Ryan will make sure that the MHA program is represented at all alumni events since his photo is now on the alumni banner!

Other MHA alum in attendance on April 3 were Megan Bowes, ’11; Susanne Katz, ’14; and Samantha Pruden, ’14. The program office will keep you updated about future receptions in your area.

Program Alum and JHH COO a YouTube Sensation.....

A new video series, Big Jobs Uncovered, was introduced in March and starred Charlie Reuland, ’91, the current Executive VP and COO of both the Johns Hopkins Hospital and Bayview Medical Center. The series has hospital leadership experience what employees do. In this segment, Charlie goes to the front line with workers from the JHH kitchen, located in the basement level of the Orleans Street Garage. His task: skin and filet a salmon for patients’ meals.

Charlie is obviously no stranger to a kitchen commenting “It was fun to do....they are truly a proud and committed group of professionals.” As demonstrated in this series, every role at The JHH is important and contributes to the care of patients.

https://www.youtube.com/watch?v=nJ4BGTVnFm8
Alumni Spotlight: Miriam Guzman, ‘13

Former Program Director, Bill Ward, caught Miriam Guzman on the NBC Nightly News on May 6th. Why? Miriam is participating in the All of Us Research Program launched by the National Institutes of Health to gather data from one million+ Americans in order to bring diversity to medical studies. The goal of All of Us is to accelerate health research and medical breakthroughs, enabling individual prevention, treatment and care for all of us. The program was launched on May 6 in seven different cities, including Chicago where Miriam has lived and worked since graduation. Given that Miriam works for the Department of Medicine at Northwestern University, it should be no surprise that Miriam was eager to be an early adopter on the beta phase of the project.

Miriam was accepted as a participant partner in the study; as such, she is serving a two-year term on the national advisory panel. Miriam, third from the left, was in Bethesda prior to the launch for the media telebriefing. As you can see, she got to meet Dr. Francis Collins, extreme left, the Director of the National Institutes of Health.

Learn more by watching the video clip or going to the All of Us website.

Go Miriam!

1st Years Invited to Cleveland Clinic Case Competition

A few members of the Class of 2019 just could not wait until 4th term to participate in a case competition! In the middle of third term coursework and residency interviews, several MHA students spent a long weekend in mid-February identifying growth strategies for Cleveland Clinic’s Orthopedics Service line.

The MHA program is very proud that a team of first year students was among the 16 teams invited to the two-day event hosted between the Cleveland Clinic’s main campus and the newly constructed Center for Global Health Innovation downtown. The team’s ideas included a strategy to rationalize inpatient volume into ambulatory surgery centers, build a mobile app to improve perioperative and postoperative care, and expand direct-to-employer bundling. Following the event, the team met with the Cleveland Clinic’s Center for Innovation to learn more about their Healthcare Innovations Alliance. In addition to great health care, the team reports that Cleveland also has delicious tacos!

Miriam McBride, Liz Mosher, Ian Cronin, Kam Knab
A Very Special May 4, 2018

The morning of May 4th began with the 10th annual MHA Case Competition. Eight teams presented their strategies and by noon two teams were identified for the final round. In addition to the glory of being in the finals, the 1st-place and 2nd-place teams won cash prizes, courtesy of Johns Hopkins Community Physicians. Presenting the award to first place team, J&T Consulting Solutions, is Dr. Steve Kravet, President of JHCP. Department Chair, Colleen Barry, pictured on right, presided over the final round of the competition. Following the competition, a record number of students and alumni were inducted into Upsilon Phi Delta.

The evening ended with the program’s traditional preceptor/alumni dinner. Members of the Class of ’98, pictured with former associate director, Donna Shiloh (1991-2007), shared their wisdom with the Class of ’18 and honored the memory of their classmate Rose Zummo.

Mark Bittle gave a special recognition to long-time preceptor John Ellis who recently retired from GBMC. (Not to worry future classes…John will continue as faculty and looks forward to seeing you in your spring finance classes!)

Congratulations Class of 2018!

Although it was not the largest MHA graduating class, the JHSPH graduation class, at 916, was the largest in the School’s 102-year history! Twenty-five students earned their MHA degrees and most were in attendance to receive them from Dean Ellen MacKenzie. Given that the MHA class matriculated when Dr. MacKenzie was the HPM Department Chair, it meant a great deal to students to receive their actual diplomas from her. (Yes, the tradition of receiving an actual diploma at graduation still stands!) Pictured with Dean MacKenzie is MHA grad Michele Shum.

This year’s Convocation speaker was one of particular interest to MHA students: Dr. Leana Wen, the Baltimore City Health Commissioner. Under Dr. Wen’s direction the Health Department is leading the country in health innovations, including B’More for Healthy Babies and Safe Streets. Wen shared stories “from the frontlines of public health” and ended her remarks with a call to action: “Let’s stand up and speak up and serve with courage, action, and urgency.”
Angel Khuu Attends Conference on Aging

This past April, Angel Khuu, Class of ’19, attended the LeadingAge Maryland Annual Conference: Life on Purpose. LeadingAge is a community of not-for-profit aging services organizations working together to shape the future of aging in Maryland. This amazing opportunity was made available to Angel through her MHA mentor, alumna Aileen McShea Tinney, the Executive Director of Keswick Community Health. By attending this conference, Angel was able to connect with executives and national leaders in health and aging, as well as attend sessions on memory care, legal updates, and trauma-informed care. The keynote speaker was John Cochrane, President and CEO of HumanGood, a cutting edge organization whose charge to older adults is: “Be purposeful. Stay engaged. Keep in the game. Continue to make a difference.”

Angel and Aileen have connected very well over their mutual desire to help the underserved older adult population. Another example of an MHA “perfect match”!

2018-19 MHA Student Association Officers Announced

- **President:** Justin Serrano
- **Vice President:** Anna Ye
- **First-Year Liaison:** Miriam McBride
- **Alumni Relations Chairs:** Maggie Zhang and Ian Cronin
- **Community Outreach:** John McKiel and Jonathan Robinson
- **Social Chairs:** Victoria Ellsworth and Kam Knab
- **UPD Chair:** Tai Izawa
- **Treasurer:** Angel Khuu
- **Member-at-Large:** Mahrukh Yasin
Honors and Awards 2018

John P. Young Memorial Fund
Granted to an outstanding student in management sciences.
Marissa Kronk, Class of 2018

Delta Omega Inductees
Allison Hart, Class of 2018
Christopher Sulmonte, Class of 2018
Sandra Wetzel, Class of 2018

Upsilon Phi Delta Inductees
Stephen Clark, Class of 2017
Tyler Dunn, Class of 2019
Julie Ann Fenstemaker, Class of 2018
Natalie Fung, Class of 2018
Matthew Hersman, Class of 2019
Jan Ingram, Class of 2019
Tai Izawa, Class of 2019
Christina Jameson, Class of 2019
Angel Khuu, Class of 2019
Jamison Kies, Class of 2018
Nikki Kuna, Class of 2019
John McKiel, Class of 2019
Rafay Qureshi, Class of 2019
Jonathan Robinson, Class of 2019
Bernadette Sendon, Class of 2018
Travis Woodburn, Class of 2019
Anna Ye, Class of 2019

Planning the Career of Your Dreams

At the last MHA Seminar of the year, members of the class of 2019 received a copy of David Parker’s, Career Strategic Planning. Unfortunately, David, who graduated from the program twenty years ago, was unable to distribute his gift in person on May 16. Receiving his copy from Mark Bittle is first year student Kameron Knab who will be completing his administrative residency with the Health Services Cost Review Commission. David, who recently founded Parker Healthcare, LLC, has many years of experience working with CMS, Baltimore area hospitals, and Cigna Healthcare. For three years, David was Director of Federal Affairs for several of the entities within Johns Hopkins. Kam is hoping to follow up with an in-person thank-you on behalf of his class!
Megan Bowes, Class of 2011, joined Columbia University Medical Center earlier this year. She is the Project Manager for the Department of Cardiology.

Christine Careaga, Class of 2016, recently left Privia’s Performance Management Team to join classmate Liana Burns at Anthem/Amerigroup. Christine is a Business Change Manager on the Business Transformation team. Liana was recently promoted to Clinical Program Development Manager.

Matt Castner, Class of 2016, who joined Johns Hopkins HealthCare after graduation, has been promoted to Director of Health Services Strategy and Policy.

Umang Desai, Class of 2011, rotated from his management role within the Consumer Electronics organization in May to Amazon’s global healthcare vertical. As the Senior Project Manager for Healthcare, he’ll get to develop, launch, operationalize, and integrate initiatives that improve customer satisfaction, enhance outcomes, and reduce healthcare costs. *If your organization is interested in being part of the solution, start by signing up with Amazon Business.*

Mariya Grygorenko, Class of 2016, was recently promoted to Senior Consultant at GE Healthcare Partners.

Hussein Jaffer, Class of 2010, is in the 4th year of his Radiology residency and will soon be starting a fellowship in Interventional Radiology at the University Health Network in Toronto. In his free time, (ha!), Hussein has been consulting with a few early stage health tech companies. *(Thanks for visiting the program office this spring!)*

Sneha Jain, Class of 2012, is still with IKS Health (http://www.ikshealth.com/) working out of Mumbai, but she recently has moved into the CEO’s office as the Strategic Transformation Lead. In her previous role with IKS Health, Sneha was the Associate VP “CARE” Clinical Operations responsible for offshore operations and portfolio delivery for MGPO in Boston.

Lauren Stearns Joeckel, Class of 2014, is now living in GA and was hired this spring by KPMG as an Associate, Care Continuum Optimization.

Hasnain Photowala, Class of 2004, is now the VP of Operations at Somatus, Inc., a new healthcare startup owned in part by Inova Health. Hasnain was formerly the VP for Adult Inpatient Services at Inova.

**What’s New with You?**

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