Happy New Year to you all! Our first two terms have whizzed by once again.

Shortly, the Class of 2015 will return early from Winter Break for a week of professional development activities. Beginning with a full day of mock interviews on January 15 in preparation for the residency match process, the students will scatter the next day to the Johns Hopkins Hospital, Bayview Medical Center and the University of Maryland Medical Center for a day of shadowing a nurse manager. For the past five years, this experience has provided our students a unique perspective on managing the clinical enterprise and we expect this year will be equally enriching. To round out the week, they will attend a day-long Lean Six Sigma workshop with Laura Winner of JH Medicine’s Armstrong Institute for Patient Safety and Quality. This year, Danielle’s DaSilva, Class of 2014, will also participate and present the “Lean” projects that she and her co-resident, Samantha Pruden, are working on in their residencies at Greater Baltimore Medical Center.

As usual, we have a lot in store for these next few months. On January 24, we will host our program’s annual Alumni Career Panel. This informative and lively session always provides useful career advice and perspectives from our graduates’ job experiences. Another program highlight at the end of January will be the presentation of our Cultural Competency Workshop designed for our program by alum Cheri Wilson, a member of HPM’s Institute for Health Disparities and Solutions.

Then in late February, Emily Lennevile, Avantika Handa, and Christine Laccay, the first place team from last year’s MHA Case Competition, will travel to Birmingham, Alabama and represent our school at the national UAB Health Administration Case Competition. This is always an exciting event for us — especially when the weather cooperates and a blizzard does not shut down BWI.

Even as we gear up for this year’s third term, we continue to review applications for next year’s MHA cohort. We are delighted that interest in our program continues to grow and we are experiencing a 15% increase in applications. For MHA/MHS graduates of the last ten years, please be on the look-out an alumni survey before the end of January.

For those of you who live in the area, we hope to see you on January 24, following the Alumni Career Panel for our 6th Annual Meet and Greet networking event at 5:30pm on the 9th floor of the Wolfe Street building.

Wishing you all the best for 2014!
Paul Levy Brings His Case Study to Life

For many of you who have taken Ann-Michele’s Foundations of Leadership course, you may remember the course’s culminating HBR case study, *Paul Levy: Taking Charge at Beth Israel Deaconess Medical Center*. This case study CD details the steps Mr. Levy undertook as the new CEO to turnaround this failing medical institution and features him discussing progress over his first six months in the job. This year’s FOL class was privileged to have Mr. Levy attend the last class as a guest speaker and provide an engaging “live case” experience. True to his persona in the case study CD, Mr. Levy was stimulating and forthright as he recounted his experience with the BIDMC turnaround. Additionally, he offered leadership lessons for building and revitalizing a health care institution in this age of change. This rare opportunity to learn firsthand brought theory to life.

A number of leadership lessons stood out from Mr. Levy’s talk. First and foremost, he emphasized the importance of developing trust through transparency and consistency. This has been the theme of his blog about running a hospital which he began publishing in 2006 [http://runningahospital.blogspot.com/](http://runningahospital.blogspot.com/). The second lesson was about the importance of creating an environment in which people can learn and achieve. This is underscored by his philosophy that “people want to do good in the world” and they can through their work in health care organizations. Of the many other points Mr. Levy made about leadership, perhaps the most salient was that “people want to know there is someone in charge who cares about them.” Rounding out his talk was the emphasis Mr. Levy placed on the importance of patient safety in the delivery of health care services and the leader’s role in ensuring its primacy.

Mr. Levy also graciously provided each student in the class with a copy of his book *Goal Play! Leadership Lessons from the Soccer Field* which he wrote as a guide to improving leadership. This year’s cohort could not have had a better finish to this course than having Paul Levy bring this case study to life.
Hopkins Students Meet With CareFirst Executives

On Monday, November 18, all of the first year masters students from the Department of Health Policy and Management were invited to CareFirst Blue Cross Blue Shield at Canton Crossing to have lunch and meet with CareFirst executives, including President and CEO Chet Burrell. It was the best of times, it was the worst of time for the MHA program’s fourth annual visit. The agenda, established in late September, called for CareFirst to share its perspective on issues related to health care reform. No one imagined that Chet Burrell would be called to the White House on Friday, November 15th, to be asked by President Obama to extend the policies of the 50,000+ members who recently were informed that their policies were out of compliance with the ACA. As the extension would not be possible without emergency legislation, much of Mr. Burrell’s time on the 18th was preempted by a meeting with U.S. Senators Barbara Mikulski and Ben Cardin.

While waiting for Mr. Burrell, students had the opportunity to meet John O’Brien (twitter:@drjmob), a 2006 JHSPP MPH graduate who, after spending a number of years working “on the Hill”, is now CareFirst’s VP of Public Policy. Once Mr. Burrell arrived at the session, he provided his Hopkins guests with his candid assessment of the seriousness of the problems behind the Heath Insurance Exchanges and the ACA in general. He anticipates that what lies ahead are significant price increases in the insurance market. Yet, Mr. Burrell concluded his presentation on an optimistic note stating that the problems in health care are solvable. He referred to some innovative strategies for controlling health care costs through incentive-based product design, making specific reference to CareFirst’s success with patient centered medical homes. (This success was corroborated the following week when MHA students met with the Dr. George Lowe, Medical Director of Mercy Medical’s Lutherville Physician Practice which served as a pilot for CareFirst’s PCMH.) Before rushing back to prepare for his Tuesday meeting with Governor O’Malley, Mr. Burrell encouraged students to start their careers pursuing a purpose that is bigger and more important than themselves or money.

Paul’s Place—MHA Fundraiser

The Master in Health Administration students, through its Student Association, participated in a unique fundraiser this holiday season that was hosted by Paul’s Place, a philanthropic organization located in West Baltimore that provides community support to local residents. The event was, as Paul’s Place calls it, a Holiday Gift Shop. Paul’s Place set up a gift shop in their facility and stocked the shelves with donated items, ranging from toys to clothes to food. On December 21st, Paul’s Place opened the doors of its gift shop and local residents had the opportunity to pick out items for their children at no charge. MHA students donated a large quantity of toys, food, and clothes to the gift shop this year. Paul’s Place was quite happy with the donation and expressed interest in working again with JHU.
Spotlight on Part-Time Faculty:  Michael Minear

Of all the part-time faculty teaching in the MHA program, Mike has probably had the widest reach, both in numbers and geography. Since joining the JHSPH faculty in 2001 as the instructor for Health Management Information System (HMIS), Mike has taught this course both in-person and via distance education to 554 students from 19 different countries. HMIS is a required course in the MHA program and the department’s DRPH, and is also a popular elective for MPH students. Over the years, Mike has been recognized for his outstanding teaching, most recently in the spring of 2011 when he received one of the School’s “Exceptional Teacher” awards.

Mike joined JHSPH when he was Senior Vice President and CIO of the University of Maryland Medical Center. In 2007, Mike moved to the west coast to become the CIO of University of California Davis Health System. Mike worked with the School’s Center for Teaching and Learning to convert his course to an online format. The MHA Class of 2015 will be enrolled in Mike’s course during 3rd term.

Mike has an extensive record of leading transformations of large, complex organizations in the use of modern information technology. In his “day job at UC Davis, Mike leads an IT division with over 440 staff and is responsible for developing and executing a technology strategy that supports the system’s four missions of clinical care, research, education and community engagement. Under Mike’s leadership, UC Davis Medical Center was recently selected as a winner of the 2013 HIMSS Enterprise Davies Award of Excellence. The Davies Award recognizes the use of EHR to successfully improve healthcare delivery processes and patient safety while achieving a demonstrated return on investment. To be considered for the Davies award, the health system submitted case studies in five areas that highlight how the organization has fully integrated health information technologies to improve patient care and safety and to advance research and cost control. In November of 2012, UC Davis also achieved Level 7 of the HIMSS Analytics EMR adoption model: only 2.2% of American hospitals have achieved this level of EMR use. UC Davis was also named to the 2013 Leapfrog Group’s list of Top Hospitals, widely cited as the nation’s most competitive hospital quality award.

Bill Ward Receives Mount St. Mary’s President’s Award

Bill was the commencement speaker at the graduation ceremony for the first graduating class of the Master of Health Administration degree program at Mount St. Mary's University in Emmitsburg, MD, his alma mater, this past October. He was also awarded the President's Medal by the University for "outstanding leadership and service to the health profession and to Mount St. Mary’s University."

Photo: Standing with Bill is his son, Colin, also a Mount grad and a member of the MHS class of 2004.
Residency Update — by Monica Shah, Class of 2014

It has been six months, and I continue to find myself in disbelief that the MHA program brought me to Singapore for my second-year residency. Over the course of my time with Johns Hopkins Singapore International Medical Centre (JHS), I have been able to gain insights into international best healthcare practices, develop professional skills in leadership and management, and explore Southeast Asia.

JHS caters to a diverse patient-mix and attracts employees from all over the world, giving me the unique experience of working and learning from people who bring different perspectives to the table. I have been involved in projects ranging from Joint Commission International reaccreditation to learning the ins and outs of hospital operations to strategic planning efforts, understanding what it takes to meet the demands of the Singapore healthcare system while maintaining the standard of excellence that Johns Hopkins Medicine brings.

Living in Asia has been an experience of its own. The organization and overall cleanliness of Singapore continues to be mind blowing. I am slowly learning “Singlish”, the English slang spoken here. I do not miss the U.S. cold, though the heat still takes some getting used to. I feel blessed to have been welcomed into the homes of many of my co-workers, who have shared the local pleasures of Singapore, such as celebrating National Day, Diwali, or Hari Raya (generally with amazing food).

My new home has also served as a base for me to travel the region. Budget airlines and proximity make weekends the perfect excuse to satisfy my wanderlust. It has been incredible to see the Petronas Towers in Malaysia, the Buddhist temples in Thailand, the war history of Vietnam, the Dutch influence in Indonesia, and my extended family in India.

Next on the agenda is Cambodia and visiting the Johns Hopkins affiliate in Tokyo, Japan. By the end of January, I will have visited 7 countries and 10 cities! Unimaginable!
On September 26th and 27th, I had the great privilege of attending TMG’s 19th Annual “The Practice of Transplant Administration” Workshop in San Diego, California. The workshop focused on managing the business of transplantation and covered a host of topics, included Health Care Reform, Organ Acquisition, Medicare Cost Reports, Commercial Payors, Quality Improvement, and Specialty Pharmacy. Speakers included the CEO of the Vanderbilt Health System, the Director of Reimbursement of UCSD Medical Center, and the Vice President of Service Lines and Business Development of Tulane Medical Center. Representing Johns Hopkins was my preceptor, Brigitte Sullivan, Administrative Director of the Comprehensive Transplant Center (CTC) and Senior Consultant at TMG, as well as Dorry Segev, Associate Professor of Surgery, Biostatistics, and Epidemiology and Director of Clinical Research.

The eleven-presentation workshop provided an opportunity for me and others new to the transplant community to receive expert guidance on navigating the complexities of many transplantation administrative functions, and to network with others in the transplant community. We were introduced to a number of best practices across the continuum of care and were provided materials and templates to use at our centers. Our attentiveness after the first round of presentations was rewarded with a poolside Napa Valley wine tasting event at the San Diego Marriott Marquis & Marina. I look forward to utilizing lessons learned from the presenters to identify areas for performance improvement within the CTC, with the hope of operationalizing these practices in the months to come.
Meet A Current 1st Year MHA Student

Livia Kessler
MHA Class of 2015

A native of Dallas, Texas, Livia left the land where “everything is bigger” to travel to a “little slice of heaven,” in Chapel Hill, North Carolina where she obtained her B.S. in Psychology from UNC. A “Tarheel” that bleeds blue, she loved her time at UNC, especially during basketball season. Upon graduation in May 2010, Livia accepted a position at Duke University Medical Center in the Customer Service department of the Clinical Labs. Starting from the bottom she spent several years working her way up the clinical ladder, honing her interpersonal skills as a key educator for all lab-related processes. With a science background, Livia always thought she would attend medical school, however it was during these four years at Duke, Livia realized her aspiration to become a lead administrator in a health system; thus began her transition towards “Charm City” for the MHA degree at Johns Hopkins University.

Leaving the working world to settle back into academia has been a welcomed change of pace for Livia. The rigorous schedule and whirlwind of the “quarter” system has proven to be a challenge, but one worthy of the trouble. The first half of the year has included updated courses and new teachers that are pushing to add real-world examples into the academic setting. There also have been a number of firsts for Livia and her classmates. From donning bunny-suits to explore the Wilmer Eye Center surgical suites after a seminar presentation, to an appearance from guest lecturer Paul Levy (former CEO of Beth Israel Deaconess Medical Center), to even the first real “snow day” in early December for many of the transplanted students, there has not been a spare minute that has disappointed. She has enjoyed the camaraderie of her cohort, and looks forward to the next two terms filled with classes, fun, and most importantly, food delicacies of Baltimore.

Save The Dates

Join us for the 6th Annual Johns Hopkins MHA
meet & greet
Friday, January 24th at 5:45pm
Happy Hour and Heavy Hors D’oeuvres
615 N. Wolfe Street - 9th Floor
Baltimore, MD 21205
RSVP to jsavage@jh.edu by January 15th

Annual MHA/Health Finance & Management
ALUMNI / PRECEPTOR DINNER
Friday, May 2nd, 2014
5:00 Reception
6:00 Dinner
615 N. Wolfe Street
Feinstone Hall
Baltimore, MD 21205
MHS Class of 2004 Reunion!
(More Details to Follow)
Alumni Updates

Zach Bechtle, Class of 2012, recently left the KPMG team in Baltimore to return back home to Cincinnati where he started his new position of Physician Integration and Funds Flow Manager at UC Health.

Melissa Biber, Class of 2012, recently left Deloitte and will be starting as a senior consultant for the Chartis Group.

Kristina Das, Class of 2010, earned her J.D. and joined the Legal Department at CitiGroup in NYC.

Ahmed Elsayed-Ahmed, Class of 2010, accepted a position as Project Manager for the Johns Hopkins Medical Alliance for Patients (J-MAP), the newly emerging Accountable Organization for Johns Hopkins Medicine.

McKinley Glover, Class of 2007, earned his M.D. from Duke in 2011 and is now completing a Diagnostic Radiology residency at Massachusetts General Hospital.

Cesar Herrera, Class of 2005, recently left Booz & Company to join Horizon Blue Cross Blue Shield of New Jersey as the Director of Marketing Strategy, leading the organization's private exchange product development and go-to-market strategy.

Mark O’Neill, Class of 2000, moved to St. Petersburg Florida to became the CEO of Gastro Florida in September, 2013. Gastro Florida is the largest gastroenterology practice in the Tampa Bay market.

Marco Priolo, Class of 2008, recently joined Johns Hopkins Medicine as the Director of Business Development. Marco is responsible for managing and facilitating relations under the Johns Hopkins Community Division.

Darline Tunis, Class of 2011, recently relocated to Houston, Texas to become the Operations Manager for the Department of Surgery at Houston Methodist Hospital.

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.jhsp.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.jhsp.edu/departments/health-policy-and-management/alumni/