Greetings to All,

Hope all of you had a wonderful holiday season!

My family and I are still settling into our new home (*This Old House* makes it look easy). Like many of our first year students, we continue to learn more about Baltimore and its environs (Hampden Fest was great). I’ve already learned that Baltimore, much like Greensboro, doesn’t fare well in snow.

We are all hoping for a mild winter given that we have a busy year ahead of us. Please read *The Accreditation Odyssey* article on page 4. For many of you who routinely go through the Joint Commission’s accreditation process – I feel you. The CAHME accreditation process is an arduous but valuable process, particularly for me as it has helped me to learn a great deal about the program and its many excellent practices.

We are also at that exciting time of the year when 1st year students are getting prepared for the residency Match. In fact, I hope to meet many of you at the 7th Annual Meet and Greet (January 23, 2015) which kicks off the interview season. At the beginning of the year, I joined the other program directors in the mock interview process. Based on the interviews I conducted, our students are well positioned to start the process.

I continue to meet second year students and am learning about their residency experiences. Clearly one of the program’s strengths is the breadth of opportunities made available to students in both the first and second year. Although my schedule doesn’t allow me to participate on all site-visits, I did tour GBMC with the Class of 2016 and hope to participate in the other tours mentioned on page 2 next year. In the coming months, I hope to meet many more preceptors, alumni, and prospective students.

Wishing you all a healthy, happy and prosperous 2015!

Best,

Eric W. Ford, MPH, Ph.D.
One of the first field trips MHA students took this year was to the Greater Baltimore Medical Center in Towson, MD. On September 29, the Class of 2016 met and had lunch with members of GBMC’s senior leadership team. Students also had a chance to meet recent alum who completed their residencies at GBMC. Following lunch, John Ellis, the GBMC preceptor, and Danielle Dasilva, ’14, took the class on a tour of the new primary care physician practice space which opened in October, 2014. Even without seeing patients, staff or clinicians, it was apparent to students what was different: no waiting room! Patients go directly to an exam room. All supplies are on hand, as are electronic medical records. The “patient-centered medical home” concept aims to improve work flow, improve patient care and cut costs. The design is patterned after one used by a Seattle medical system, which modeled it after Toyota’s production system. The PCMH movement was encouraged by the ACA, which provided states with money to pay for electronic medical records and pilot programs that compensate doctors for healthier patients.

In November, students returned to Baltimore County to tour Lutherville Personal Physicians, a patient centered medical home that is part of Mercy Medical Center. Dr. George Lowe, the Medical Director at Lutherville, shared the story of his career trajectory from private practice to PCMH, and arranged for students to tour the Lutherville facility which provides both primary care services and specialty care treatment.

In December, thirty-five hospitals across the United States were designated as Ebola treatment centers and the Class of 2016 got to visit one on December 11. During their tour of UMMC, Leonard Taylor, Senior VP for Operations and Support Services, pictured below, walked the class through the space that UMMC recently retrofitted to accommodate such an emergency situation. Hopkins is the other site in Maryland identified by the CDC to treat Ebola but it was to the University of Maryland that a potential Ebola patient was taken in October.

The facility most familiar to the Class of 2016 is part of Hopkins. Bayview Medical Center continues to be ground zero for the Healthcare Operations class taught by Bob Marshall. The Class of 2016 is scheduled to give their deep dive presentations on January 26th. Guess where? Of course, Bayview!
1st Year Student Julie Sorensen Presents at National Conference

Julie Sorensen had the opportunity to present at The Obesity Society Conference held in Boston in early November. The poster presentation, entitled Associations Between BMI, Body Composition, and Gait Speed in Obese and Overweight Adults, was the result of work she did as an Exercise Physiologist at the Wake Forest Baptist Health Weight Management Center prior to entering the MHA program.

Julie presented data from a clinical outcomes study conducted with both medically managed and bariatric surgery patients.

Gait speed, or usual walking pace, has often been cited in the literature as a predictor of fall risk, institutionalization, morbidity, and mortality in older adults, but Julie became interested in examining the effects of slower gait speed in the overweight and obese populations having observed reduced gait speeds in the clinic population.

MHA Program Welcomes New Preceptor Chris Doughtery

In most cases, the MHA program introduces prospective preceptors to first year students, but, every once in a while, a student brings a preceptor and residency site to the program’s attention.

Lucas Divine, Class of 2015, intended to participate in the program’s residency “match”, but when he returned home to Lubbock, TX last year during winter break he had the opportunity to meet Chris Dougherty, the CEO of Covenant Children’s Hospital. Given Lucas’ interest in children’s hospitals, this was a very auspicious meeting. Covenant Children’s is the primary provider of children’s specialty services in the West Texas and Eastern New Mexico regions – with the region’s only dedicated pediatric emergency department and pediatric trauma center, and the region’s highest rated NICU.

Chris has spent over 20 years in the healthcare industry. Several alumni of the program remember Chris from his time at Children’s Medical Center in Dallas where he served in senior operational roles, including VP of Ambulatory Services. Immediately prior to joining Covenant three years ago, Chris worked for the JPS Health Network in Fort Worth where he served as the Senior VP of Community Health. Chris spent the first part of his career on the east coast, first at the University of Pennsylvania Health System, then Christiana Care Heath System in Delaware. Before relocating to Texas, Chris spent 7 years at the Children’s Hospital of Philadelphia where his last position was VP of Specialty Care Services.

Chris, in fact, started his career as an administrative resident at Nemours/DuPont Children’s Hospital in Delaware. Chris valued his experiences there and, coupled with his commitments to lifelong learning and the education of future health care administrators, he established an administrative residency at Covenant Children’s this past year. As part of a larger health system, with 1,300 beds across 5 acute care facilities, Lucas is enjoying a residency that offers exposure to all areas within a large integrated delivery system. Although Covenant Children’s will remain a part of Covenant Health System, it will be strengthening its strategic and market focus in the coming year by becoming a freestanding children’s hospital by May of 2015. Both Covenant and the MHA program hope to continue a relationship long after Lucas’ graduation.
The Accreditation Odyssey
Eric W. Ford, MPH, PhD

The MHA Program is in the midst of preparing its ‘self-study’, which is a requirement for participation in the Commission on Accreditation of Healthcare Management Education (i.e., CAHME – kām’ē). The accreditation process is an ongoing one, but the self-study and site-visit years are a particularly rigorous part of the journey. Making the evolution even more challenging, CAHME significantly revised its standards in 2013 and moved to an online, or ‘eAccreditation’ system in 2014. Each of these changes is worth some explanation.

Over the past decade, CAHME has moved from a criteria-based evaluation model to a more holistic assessment. The new system evaluates an MHA Program based on its mission statements and the learning competency models that flow from it. To that end, each MHA Program selects or develops its own competency model. There are a few models that other organizations (e.g., The National Center for Healthcare Leadership) or programs have promulgated. St. Louis University’s model is a notable example of the latter. While there are benefits to adopting an existing model, ‘The One Best Way’ nature of their curricular content requirements is not a condition that most programs are willing to meet. For that reason, the Hopkins MHA Program decided to design its own Competency Model that built on its core values and strengths – a wise decision in my personal estimation. The Program’s Core Competencies fall into four, broad domains: 1) Technical Analytical; 2) Healthcare Environment; 3) Management and Leadership Practice; and 4) Interpersonal Understanding and Relationship Management.

The Core Competencies were developed in consultation with several of our stakeholder groups including many of you. In addition, those readers who are recent alumni or serve as preceptors should be familiar with these competencies. By every assessment I have seen, the model is serving our students and residency sites well. Nevertheless, we shall continue to evolve and improve it as we go forward.

Regarding the new online submission system…suffice it to say it is version 1.0 (think Windows Vista, Veterans’ Administration Vista, etc.).

While the accreditation process is a long and arduous one; it is a valuable experience that will make the MHA Program stronger. I would like to thank the faculty and staff that have made a Herculean effort on what sometimes feels like a Sisyphean assignment to navigating the bureaucratic Labyrinth that is the accreditation Odyssey.
MHA Presence at HomeCare

Johns Hopkins Home Care Group’s Quality Department recently went out for their annual holiday dinner in Baltimore’s Little Italy. Among the group and sitting in order of ascending seniority are John Adamovich, the current administrative resident, Aaron Burch, Home Care Connections Administrator (Class of 2014), Shiv Kirat Deol, Performance Improvement Associate for Specialty Infusion and Johns Hopkins Outpatient Pharmacy (Class of 2013) and Angela Saquibal, Performance Improvement Coordinator for Durable Medical Equipment and Respiratory Therapy (Class of 2012). JHHCG can’t wait to extend the lineage when next year’s resident joins the company!

The MHA program thanks preceptors Mary Myers, Dan Smith, and their entire team for making this residency opportunity available each year. As MHA students often hear “there is no place like Home Care”.

Monica Shah, Class of 2014
“Your Capstone Can Become More than a Graduation Requirement”

I had the opportunity to spend much of my residency assisting with the development and implementation of the inaugural Johns Hopkins Singapore (JHS) strategic plan. As I was already heavily invested in defining strategic planning functions and localizing the Johns Hopkins Medicine process in Singapore, I was eager to use this project as a basis for my MHA capstone. Little did I know that my capstone would be shared with the Asia Pacific healthcare community.

As graduation neared, my preceptor approached me with the chance to use my research for a break-out session at the upcoming Hospital Management Asia Conference in Cebu City, The Philippines (PI). My gut reaction was no! I felt I was not at a stage in my career to share my experience with healthcare managers and executives hailing all the way from the Middle East to Japan. The more we discussed it, however, the more I realized it was a chance to really stretch myself. I should also add that it was pitched to me as a small session to be treated as a workshop and among approximately twenty individuals.

I hopped on an airplane to the PI, prepared to share the JHS story and the application of strategic planning tools and tips for small hospital settings. When I checked in with the conference head, I was told to add an extra zero to the twenty guests I had originally anticipated. Not only was I now scheduled in the largest ballroom, I was also to expect an audience of 200. Needless to say, I was incredibly anxious. Luckily, I found my flow and delivered my presentation as confidently as I had planned. The best part was the half-hour Q&A that followed the talk. How do you ensure accountability and how do you measure success? Though challenging, most questions were issues all organizations struggle with and I learned much in the dialogue that followed.

As daunting as the experience was, I am truly grateful to have had the opportunity to engage in such a forum. I continuously thank Lawrence Patrick, my former preceptor and current boss, for both pushing me and testing the limits of my ability. I look forward to meeting the next challenge head-on!
Scrubs on, gowned up, and gloved, all of the volunteers were ready to help. On October 21st and 22nd, the Department of Medicine moved six inpatient medicine units from two 1977 buildings (Meyer and Halsted) to the fully renovated Nelson building. As part of the second phase in the East Baltimore campus redevelopment project at JHH, the renovated building provided 136 new, all-private rooms for patients with accommodations for patient families in the rooms and family respite areas on each floor.

Since beginning my residency with the Johns Hopkins Department of Medicine, the facility planning and move coordination were some of my first exposures. From the planning meetings and facility assessments to huddles and physical unit moves, I had the opportunity to engage in conversations with key stakeholders, including facilities and departmental leadership and front-line staff. I participated in numerous ways, including the ordering of equipment as well as the coordination and implementation of the patient moves. Even event planning for a ribbon cutting ceremony with hospital and departmental leadership became part of the role!

As a resident, the patient moves were particularly exciting as I worked directly alongside clinical staff and patients. Partnered up with unit nurses, I assisted in packing, prepping, checking equipment, cuing, and transporting patients to their new rooms. This patient move experience was truly inimitable, not just for me as the resident, but for all who were part of the move, including my preceptor, Charles Barbara, who said, “In all the years I’ve been with Hopkins, this was one of the best experiences I have ever had.” This sentiment was echoed by many who were able to experience these monumental days centered on the patients and front-line staff.

There were many lessons learned from these experiences and opportunities that have provided great insights for me as a resident.

MHA M&M’s

As Halloween coincided with the first week of a very busy second quarter, many members of the first year cohort were too focused on their studies to carry out elaborate costume ideas. New Jersey native Sai Khisty was the brainchild behind a group costume, intended to be a hassle-free option for anyone who wanted to participate and foster team spirit within the cohort. Seattle native Victoria Lo not only gathered support for the idea, but was responsible for the creative execution as well.

Pictured from left to right on Friday, October 31, soon after Health Economics for Managers, are Mitali Desai, Sai Khisty, Errika Romero, Victoria Lo, Amy McDonough, Jane Yang, Rachel Bidgood, and Christine Careaga. For most other Wednesday/Friday Econ classes, MHA students are garbed in business attire. This idea was a nice treat for everyone!
Alumni Profile: Theresa Falcon and Steve McMillen, Class of 2013

Even though Theresa and Steve are being profiled, in this edition of the MHA alumni newsletter, the program office wants to make it clear that it is NOT part of the MHA mission to connect students to their life partners, it just happens every now and then in Hampton House!

Theresa, originally from New Jersey and a graduate of Villanova, joined the MHA program after working at Deloitte & Touche in the Enterprise Risk Services practice. As a Senior Consultant, Theresa managed the execution of IT audits for a number of companies in the consumer and industrial products industry. Theresa completed her administrative residency at Hopkins working with preceptor Catherine Boyne in the Department of Operations Integration.

Upon graduation, Theresa moved to Chicago and joined Northwestern Memorial Hospital as a Productivity Improvement Consultant, responsible for identifying, quantifying, and partnering with clinical and operational leadership to reduce inefficiencies in staffing practices and improve labor productivity. After 8 months, Theresa was promoted to Performance Manager of Patient Throughput and became responsible for improving inpatient throughput for the 900 bed hospital.

Theresa recently joined Strata Decision Technology as a manager in their Consulting Services division. Strata develops cloud-based solutions for financial analytics, business intelligence, and decision support in the healthcare industry. She is responsible for implementations of Continuous Cost Improvement, a tool designed to help hospitals and health systems identify, quantify, and track cost reduction efforts on an ongoing basis.

Steve, who entered the MHA program directly after undergraduate studies at the University of Illinois at Urbana-Champaign, completed his fellowship at Rush University Medical Center. During his fellowship, Steve worked on various projects including ED throughput, risk management claims assessment, outpatient growth and access, patient satisfaction, and pay for performance contracting. Upon graduation, Steve stayed on at Rush as a project manager in the Medical Affairs division. He worked on physician compensation and incentive plans, budgeting, growth, access, and room utilization, and other operations and financial projects for the medical group.

After serving briefly as the Interim Division Administrator of Rheumatology, Steve accepted a position in August 2014 as the Division Administrator of both Endocrinology & Metabolism and Geriatrics, Palliative Care & Epidemiology. He now manages a staff of approximately 40 and oversees 34 faculty physicians.

Steve is also in his second year of an adjunct faculty appointment with the Rush University Master of Health Systems Management department. He teaches managerial finance, precepts a second year student, and sits on a review committee for second-year masters student projects. Additionally, he is a member of the admissions committee for the MHSM program. At the completion of the first year of his faculty appointment, Steve received the Outstanding Young Faculty Member award from Rush.

Steve and Theresa married in September 2013 in New Jersey. We look forward to seeing Steve and Theresa in Chicago at the dinner hosted by the MHA program and student association during this year’s ACHE Congress.
Update from McKinley Glover IV, MD, Class of 2007

With the popularity of the Hopkins residency in Finance, current students have met most of the former Finance residents, but not the first one recruited by preceptors Mike Cardamone and Claro Pio Roda. For all of us who have been wondering what became of the first Finance resident, McKinley Glover has provided the following update. McKinley earned the MHS in Health Finance and Management degree which was renamed MHA with the Class of 2011.

I am now a 4th year resident at Massachusetts General Hospital, specializing in Diagnostic Radiology. After graduating in 2007, I attended Duke University School of Medicine and graduated in 2011. The rigors of medical school made it challenging to stay involved with projects related to finance and management, but the MHS degree continues to be a valuable asset in opening doors for career development and advancement. Specifically, the ability to speak coherently about financial and leadership issues have been invaluable in my early career.

My current areas of interest with radiology relate to evaluating cost effectiveness and appropriate use of imaging and other medical technologies and implementing radiology services in the developing world. For example, I recently travelled to Mbarara, Uganda as part of a project I spearheaded to help implement radiology information technology infrastructure at a regional hospital. The project had a myriad of stakeholders including MGH, the regional hospital in Uganda and the private sector. Assuming this leadership role was a challenge, one made easier by drawing upon my experiences within the MHS program and administrative residency at Johns Hopkins Finance.

Alumni Updates

Lisa Nicole Danehy Sarnowski, Class of 2008, was recently promoted to National Learning Division Director at ONC, Office of the National Coordinator for Health Information Technology within HHS.

Prashant Dilwali, Class of 2013, recently left Alvarez&Marsal to become a manager in EY’s Transaction Advisory Practice. Prashant continues to live and work out of NYC.

Hayley Kenslea, Class of 2011, recently left her position at The Emory Clinic to become Director of Client Services for MDnetsolutions. http://mdnetsolutions.com/  Keep an eye out for Hayley at an airport near you as her clients are all over the US!

Amale Obeid, Class of 2013, left Wilmer Eye Institute to join the Maryland Hospital Association as an Associate in the Health Policy and Data Analytics team. In this role, Amale will be working with Brett McCone, ’98, who joined the Association as VP this past summer.

Lloyd Wilson, Class of 2011, left Harden Healthcare to become a director in Burson Marsteller’s Healthcare practice. Lloyd continues to live and work out of Austin, TX.

Molly Zhang, Class of 2012, left her former residency site, San Francisco Health Plan, to take a sojourn in the startup world. She joined Square as a technical program manager.

Congratulations to all of our alumni! Thanks for keeping us updated.
Save the Date!

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/

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