Greetings to All,

As the New Year begins it sees both Doug Hough and myself dashing off to China. Doug is teaching in the DrPH program at Tsinghua University. Dr. Leiyu Shi and I are going to Zhejiang University to discuss the possibility of launching a joint-MHA Program with that institution. Both Tsinghua and Zhejiang are part of the C9 League, which are China’s top tier universities. I am particularly excited about this visit as Hangzhou (where Zhejiang is located) is one of China’s most beautiful regions. The site was host to the most recent G-20 economics summit.

The class of 2018 is currently on “break”, i.e. determining which administrative residency opportunities they would like to seek. They will be returning the week before third term for a series of professional development opportunities that include a day of nurse shadowing, mock interviews, and a Lean/Six Sigma workshop. The week will end with our 10th annual alumni Meet and Greet. I certainly hope that those of you in the area will join us on January 20th. If not, please continue to stay connected with the program via LinkedIn. The management programs are striving to make better use of LinkedIn to keep in touch with alumni and other stakeholders. If you have not done so already, please join the Johns Hopkins Health Administration Network on the LinkedIn site.

One other important note, Dr. Colleen Barry has taken up the position of Department Chair replacing Dr. Ellen MacKenzie. We will miss Dr. MacKenzie who served two, five-year terms as Chair and was a stalwart of the management programs. Naturally, we wish both Drs. MacKenzie and Barry the best of luck in their new endeavors.

Best,

Eric W. Ford, MPH, Ph.D.
Program Directors Visit Administrative Residents in NYC

With three students completing their administrative residencies in the NYC area, nothing could stop an in-person site visit and a local alumni meet and greet. Pictured to the right are Ryan Le, resident at New York Presbyterian, Global Services; Allie Lopez, NYP, Strategy; and Katie Nolan, Remedy Partners. Both Eric Ford and Teresa Schwartz started their morning visiting with Allie at NYP’s Strategy Office on E. 76th Street. After meeting with Allie and her preceptor, Emy Schwimmer, VP for Strategy, Eric and Teresa made their way to midtown to meet Ryan and his new preceptor, Burak Malatayali, who came to NYP from Johns Hopkins International. The last site visit was about 20 blocks away at Remedy Partner’s NYC office where Eric and Teresa met with Katie and Phil Sarnowski, Class of 2008 and a VP at Remedy.

Before heading back to Baltimore the program and student association hosted a Happy Hour at District Central on 37th Street. In addition to the students and alum already mentioned, the following alum were also able to attend: Dane Denby,’14; Sarani Doshi, ’02; Jason Hallick, ’05; Lisa Nicole Sarnowski, ’08, and Purvi Shah, ’11. Pictured with Eric are members of the Class of 2016: Jane Yang and Katie Blyth. Jane joined Healthfirst after graduation and Katie is now with the Visiting Nurse Services of New York.

Health Care Ops Course Morphs into Medical Practice Management

Over the past several years the third term course in health care operations has evolved based on student feedback and changes in the industry. Health services delivery systems are rapidly expanding. Innovative payment models, competition, and the evolving focus on population health are several of the key drivers behind health care delivery system reform. New models have significantly altered the role of hospitals, enhanced the need for effective physician enterprise development and management, and are being shaped by new community collaborations. Now that Mark Bittle has joined the MHA program, it is his chance to adapt the course and he has replaced it with Medical Practice Management, 312.675, which will allow students to examine the operational and management implications of these new delivery system models. The course will explore contemporary issues related to the structure and operations of hospitals, health systems, and the expanding role of physician networks and models in the development of integrated delivery systems; examine regulatory and other critical factors influencing these models; and, prepare students to assess how delivery system changes will impact quality and costs. A major focus of the course is the increasing reliance on physician networks in the coordination of care. In addition to the operational and strategic challenges, students will review management approaches associated with leading and integrating physician practices as an integral element of an accountable delivery systems in value/risk-based environments.
Administrative Residencies Aren’t All Fun and Games

Steve Clark is the program’s first administrative resident at University of Maryland Baltimore Washington Medical Center. When he is not managing the organization’s Epic Portfolio Uplift project, a hospital wide EMR system and application upgrade, he is constantly looking for other ways to get involved. As a member of the Employee Engagement Team, Steve took part in the hospital’s annual Spirit Day, a combination of a Halloween parade and Fall Festival. This year, while dressed in the theme of the Wizard of Oz, the Executive team rounded on the night shift handing out thank you gifts to staff.

Additionally, Steve has found himself taking part in a number of projects, including surgical volume development and strategic planning for BWMC’s neurosurgery department. He also has worked to redesign and update the hospital’s Leadership Dashboard, tracking important strategic and clinical initiatives established by the Annual Operating Plan. One surprise for Steve has been the powerful feedback received while attending the Patient and Family Advisory Council meetings, a collaboration between hospital leadership and former patients and families. Steve’s takeaway: Sometimes you have to put down the policies and stop reading reports to realize that the patients whom you serve can help you see the hospital’s challenges in a whole new light.

Shands’ Residents Participate in Heart Walk

Erica Barnum, ’18, and current resident at Shands, participated with her colleagues in this year’s AHA sponsored Alachua Heart Walk. Erica, third from the left, visited campus in December with administrative fellow Claire Goodwin and Bo Ginn, her co-resident who are to the right of the mascot. Not pictured and not disguised as mascots were CEO Ed Jimenez and Mary Kate Flynn who also visited on December 12. Ed and Mary Kate (center) are included in this photo during their recent visit to Hampton House.
1st Years Visit Upper Chesapeake Medical Center

On November 30, the Class of 2018 traveled through heavy rain to Bel Air, MD becoming the first cohort to visit Upper Chesapeake Medical Center. The students met with President and CEO Lyle Sheldon along with COO Jim Hursey to discuss the residency opportunity at Upper Chesapeake Health. Accompanying the class were associate director Mark Bittle and academic coordinator Lakeasha Wormley, both of whom claim Upper Chesapeake as their community hospital.

After meeting with senior leadership, the students toured the Kaufman Cancer Center, a fully integrated modern facility providing multidisciplinary care in which specialists in medical, surgical and radiation oncology meet with patients in a single visit. The students also toured the hospital’s plant, getting a view of the behind the scenes elements that go into delivering care. Pictured is Don Allik, the Director of Facility Services, showing off ‘Cogen’, a sophisticated heating and power system. Who would’ve thought keeping the lights on was so complex! A hospital administrator can sleep better at night knowing that the facility will be able to provide heat, water, and electricity even during times of natural disasters and crises.

Speaking of lights, Stephen Saddemi, ’18, had time to help Upper Chesapeake decorate its tree before heading back on I-95 to Baltimore.

10th Annual Meet and Greet Scheduled for January 20

What are the two most popular social events on the MHA calendar? The annual alumni/preceptor dinner is an obvious favorite, but the January Meet and Greet is a close second. First year students are just back from their winter break and excited for the “residency match” process; second year students are in the process of considering post-residency positions; and alumni look forward to reconnecting and meeting current students. In addition to the program directors (past and present), many faculty will be in attendance. If you’re in the area on January 20th, please attend. RSVP to Lakeasha: lwormley@jhu.edu. In the meantime, we pray for NO SNOW!!! Last year, the event had to be postponed to the following week.
It’s been a Hopkins MHA tradition to provide support to the Maryland Association of Health Care Executives (MAHCE) annual fall education event. This year’s conference on September 29th at Sheppard Pratt was titled *The Power of Technology and Information in the Modern Day of Healthcare*. Panel discussions centered on the following areas:

- Business intelligence – overview of BI. How data is ingested and managed and how we can leverage the use.
- Clinical/Quality – how technology is used in the clinical environment to promote and measure best practice and outcomes.
- Technology and GBR – how hospitals are managing the need to ingest, track and report data related to GBR models.
- Patient experience – how is technology being used to enhance patient experience i.e. patient portals, social media, mobile solutions.

Naturally, these topics were of great interest to many of the second year MHA students completing their administrative residencies within the Baltimore metropolitan area. Greg Finnegan, Director of Enterprise Initiatives for Johns Hopkins Health System, also serves as the Treasurer for MAHCE. Each year, Greg relies on the support of second year MHA students. Pictured with Greg are, from left to right, Gabriel Gomez from Greater Baltimore Medical Center (GBMC), Felipe Dest from Life-Bridge, Slesha Patel and Bhoomi Lalani from Johns Hopkins Medicine, and Ginal Shah from GBMC.

To further strengthen the MHA/MAHCE relationship, first year student Staci Hodge, a lifetime resident of Maryland who worked as an Orthopedic Surgery PA for several years, will be serving as the student representative to the MAHCE Board. MAHCE President Bernie Poindexter indicated “we need someone with her enthusiasm and maturity.”
More MAHCE Involvement....

Several first and second year MHA students attended MAHCE’s networking event "Building your Career Toward the C-Suite" on the evening of November 15 at the Belvedere Hotel. The purpose of this event was to provide students, early careerists and seasoned professionals an opportunity to connect and learn from individuals who have risen through the ranks. Dennis Pullin, President of MedStar Harbor Hospital was the moderator of the panel which included Victoria Bayless, President & CEO, Anne Arundel Medical Center; Leana Wen, MD, Commissioner of Health, Baltimore City; Sam Moskowitz, President, MedStar Franklin Square Medical Center, Senior Vice President, MedStar Health; Holly O'Shea, RN, Esq, Vice President of Human Relations & Corporate Counsel, FutureCare Health & Management; and program alumnus, Charles B. Reuland, COO, EVP, Johns Hopkins Hospital and Bayview Medical Center.

Many of the first year MHA students made a quick dash from Ann Michele Gundlach’s leadership class to meet these local healthcare leaders. Among the Hopkins MHA students in attendance were (left to right) Zafreen Farisha, Valentina Opris, Adam Wu, Esther Kim, Sarvesh Nalluri, Bernadette Sendon, Noah Chang, Natalie Fung, Tolga Babur, Diana Laham and Ellie Hwang.

MHA Representation at Healthcare Executive Roundtable

This fall, first-year student Tolga Babur attended the Healthcare Executives Roundtable in New York, which was organized by the Center for Healthcare Innovation. The conference was an invitation-only expert roundtable discussion for healthcare executives, patients, and key opinion leaders to discuss how patient engagement drives healthcare value. Tolga got in touch with CHI about getting involved as a volunteer and was invited to the roundtable to assist and observe.

Several organizations represented a variety of industries, from providers to pharmaceuticals, from technology to consulting, from non-profits to government agencies. With facilitation by CHI board members, the semi-structured conversations covered conceptual questions such as the definition of value and trust in healthcare as well as the benefits of achieving patient engagement. The combined experience in the room enabled the discussion to surpass the conceptual level and be grounded in real-world situations.

Tolga was extremely fortunate to participate in the roundtable at such an early point in his career. He is now further involved with CHI as a research associate and is in the process of co-authoring a white paper on patient engagement along with other industry representatives.
Alumni Updates

Pamela Aitken, ’92, joined Mary Free Bed Rehabilitation Hospital in Grand Rapids, MI in May 2016. She is the Manager of the Pain Center.

Debra Bernstein, ’91, joined Einstein Healthcare Network in October. She is the Director of Network Performance Management and is responsible for the management of network performance across the Einstein Care Partners ACO.

Mitali Desai, ’16, was promoted in October to a project manager role within Temple Center for Population.

Jessica Panish Cirillo, ’02, joined Mallinckrodt Pharmaceuticals in October to become Director, Health Economics and Outcomes Research – Acute Care Lead. Jessica is still in the NY/NJ area.

Sneha Jain, ’12, moved home to Mumbai and is now Associate Vice President for the 'CARE' Vertical at IKS Health (http://www.ikshealth.com/iks-care/). IKS has office in both India and the US.

Nisha Jain Koria, ’12, recently left Avalere Health to join Regeneron as its Associate Director, Public Policy and Reimbursement.

Jordan Kurtzman, ’14, moved from Howard County General Hospital where he was Director, Office of Medical Staff Administration, to become a Senior Informatics Consultant for Cigna.

Megan Maguire Priolo, ’10, was named one of Maryland’s Top 100 Women by The Daily Record. http://thedailyrecord.com/leading-women/winners/

Charlie Reuland, ScD, MHS ’91, was promoted to Executive Vice President and Chief Operating Officer for The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center.

Ashley Spivey, ‘11, joined Avalere Health as a Senior Manager.

Spencer Wildonger, ’14, was promoted to Senior Project Manager in the department of Health Care Transformation and Strategic Planning at Johns Hopkins Medicine.

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