Happy New Year!

2018...it is hard to believe. Third term is about to begin which means we are more than halfway through the academic year. Our first year students will soon be interviewing for their residencies; our second year students will begin to seek permanent positions; and we all look forward to graduation.

As I write, the program team is actively engaged in the admissions process for our next cohort of students. This generation of applicants is the most digitally-fluent and socially connected in our history. According to the Advisory Board, in terms of health care, 18-29 year olds are cost conscious, option seekers (least loyal), most likely to search for a provider online and least concerned about travel when quality is concerned, and ready for virtual care. With regards to education, this generation prefers independent learning over group work and they like their learning to be practical and hands-on. They want their professors to help them apply content rather than simply share that which they could otherwise find on their own online.

I also read former CMS Administrator Don Berwick’s article in JAMA that today’s generation of physicians are perhaps “the most challenged by moral choices in perhaps a century.” He goes on to point out that health care is an exercise in interdependency, not personal heroism. Physicians cannot do the right job alone... there is a greater need for teamwork, generosity, and deference. That greater need demands the question, “What am I a part of?” It counsels a continual inquiry: Who depends on me and how am I doing in their eyes?

What does all this mean? As educators, our role is to continually adapt curricula and teaching methods to meet the needs of our students and reflect the needs of the healthcare industry we support. What’s my New Year’s resolution for the MHA program? Simple...answer the question who depends on us and how are we doing in their eyes?

Mark J. Bittle, DrPH, MBA, FACHE
Program Director
Residency Updates from the Class of 2018......

Chris Sulmonte—Johns Hopkins Medicine

As a part of my residency within the Department of Medicine at the Johns Hopkins Hospital, I hold the role of Administrative Manager to the hospital’s Bio-Containment Unit (BCU), a clinical unit specializing in the treatment and isolation of high consequence pathogen (HCP) such as Ebola. Recently, I was one of the leading forces in coordinating and executing one of the BCU’s largest interdisciplinary drills which focused on the isolation and treatment of a pregnant patient in active labor. This exercise, using state of the art simulators, was the unit’s first ever drilled delivery. Overall, the drill was a great success, providing many important lessons. We are also happy to report that simulator momma and baby are both doing great!

Julie Ann Fensternaker—JH Capacity Command Center

I recently had the opportunity to travel to Toronto, Canada, for an event with GE Healthcare. Along with my preceptors, Jim Scheulen and Mary Margaret Jacobs, I attended the Humber River Hospital Command Center Grand Opening. The tech savvy event featured an app with information about North America’s first fully digital hospital and the world’s second command center. I also had the opportunity to attend a networking dinner hosted by GE Healthcare with health system and hospital executives in different stages of planning or building command centers. On day two, I visited the Humber River Hospital Command Center and learned about the tiles designed for their Wall of Analytics. While some of the tiles are similar conceptually to those in the Johns Hopkins command center, other tiles are unique to workflow at Humber and to metrics tracked in the Canadian healthcare system. Following the grand opening speeches and ribbon cutting, there was a tour highlighting some of the digital features in the newly constructed hospital, the electrochromic glass windows in patient rooms being one such example.

I thank my preceptors for the opportunity to travel “internationally” and discuss the future of healthcare with innovative executives and to meet John Flannery, the CEO of GE!
I can’t believe that as I write this update, I am more than halfway through my residency! LifeBridge Health is a four hospital health system in Baltimore City, Baltimore County, and Carroll County that prides itself on its continuum of care and population health focus. It strives to be a good neighbor, and, because of that, it has a very strong government and community affairs department. In my first weeks at Sinai (its flagship hospital), I met with many of the LBH leaders, including Martha Nathanson, VP of Government and Community Development. As she described to me many of the projects she was working on, the opioid crisis immediately piqued my interest. Because of my history as an orthopedic surgery physician assistant, I have written many prescriptions for narcotics, and we spoke of the challenges faced by patients, providers, and hospitals alike. By the end of our meeting, I was ready to do whatever I could to be a part of the team working to fight this terrible crisis.

In July, Martha and I had the opportunity to testify in Annapolis in front of the Joint Committee on Behavioral Health and Opioid Use Disorders. As we discussed the challenges faced by healthcare providers, the committee gave us the opportunity to continue our work in this arena, challenging us to look into ways that new legislation could support providers in prescribing non-opioid medications and non-medication treatments, which are often poorly covered by insurance.

Since that meeting, we have been working to draft legislation in support of non-opioid treatments for pain. We have met with state senators, medical societies, and others to discuss the best strategies to support providers in appropriate pain management. I also have worked closely with hospital leadership on creating protocols in accordance to the HOPE Act, which went into effect January 1, 2018. The Heroin and Opioid Prevention Effort (HOPE) of 2017 requires all Maryland hospitals to have protocols for discharging patients treated for or with a history of substance abuse. I am part of the LifeBridge Health committee working to create system-wide clinical protocols.

Becoming involved in the legislative process is certainly not something that I imagined as part of my residency, but it has been an incredibly interesting and eye-opening opportunity. I look forward to continuing this work, along with my other projects, while I am here at LifeBridge, and feel lucky to have had this experience.

MHA Junior Mentor Program

The MHA Program Office and the Class of 2019 wish to express their thanks to UPD for connecting first year MHA students with junior mentors. UPD President, Fadi Rammo, Class of 2012, recruited the mentors, all of whom are recent MHA graduates, and connected them with their mentees in late fall. First year students find that recent alumni are excellent resources as they plan for the residency match process which begins in late January.
Congratulations, Lakeasha!

The Department of Health Policy and Management became a very fertile work environment in 2017! The MHA program, via program coordinator Lakeasha Wormley, contributed to the population boom!

MHA students, staff, and faculty celebrated with Lakeasha before she went on maternity leave in late October. Lakeasha and Jared’s second child, Jayson Vincent, was born on October 30! Congratulations to the Wormley family.....we are very happy for you and look forward to seeing Lakeasha back at work in time for the January Meet and Greet!

In the Spirit of Volunteerism.......

All entities of Cigna AZ joined together on Tuesday, October 24 to fight hunger. Hundreds of employees, including administrative resident Evan Kittaka, donated their time in shifts to help package meals for St. Mary’s Food Bank Alliance in Phoenix. The group packaged 125,000 meals in a single day!

Closer to home, several members of the Class of 2019 participated in SOURCE’s Day of Service, an annual one-day community service event held in the fall. Students from the School of Public Health, Nursing and Medicine had the opportunity to give back to the Baltimore Community. Pictured are Natasha Fletcher, Anna Ye, Nikki Kuna, Christina Jameson and Maggie Zhang. They spent Saturday, October 7, with the Living Classroom Foundation at the Under Armor House making PB&J lunches for middle and high school students. The foundation promotes academic and healthy living behaviors to break the poverty cycle.
Hopkins Students Participate in MAHCE Fall Event

Each year the Maryland Association of Health Care Executives (MAHCE), via Greg Finegan, reaches out to the MHA program to recruit student volunteers for its annual all-day fall event at Sheppard Pratt. The conference, which took place on October 19, focused on population health across the care continuum. Greg, an HR director for Johns Hopkins Health System, had no trouble drafting Jamison Kies and Lindsay McMurdie, current administrative residents at Greater Baltimore Medical Center; Staci Hodge from Life-Bridge; and Chris Sulmonte from Johns Hopkins Department of Medicine to assist with the event. Given the fact that Greg is Chris’s program mentor and Staci serves on MAHCE’s Board as its student member, it is no surprise that there was interest in both assisting and attending the event.

To read more about the event and Staci’s role in MAHCE, visit http://newsmanager.commpartners.com/achem/issues/2017-12-19/2.html.

The Night the Lights Went off in GA … APHA, Nov. 6

The 145th annual meeting of the American Public Health Association was held in Atlanta, GA, November 4 – 8. This year’s theme was Creating the Healthiest Nation: Climate Changes Health. The Program Director, Mark J. Bittle, has been a member of the APHA for 12 years, is past chair of the Health Administration Section, and is a current representative on the Governing Council.

Each year, during the APHA conference, the School hosts a reception for Hopkins Alumni. This year’s event was planned for 6:00 pm at Ventana’s in the Hilton Garden Inn. Due to a power outage that left the hotel and several adjacent blocks in the dark, plans had to change quickly. The Hopkins team went into high-gear, located a nearby facility, also in the dark, but it was cozy and candle-lit. Within about 30 minutes, the power was back, food service began, and the Hopkins crowd did not miss a beat. Pictured with Mark are Dean Ellen MacKenzie, and UPD President Fadi Rammo, Class of 2012. Apparently having the lights go off in Atlanta did not detract from a fun evening with JHSPH alumni!
MHA Alum Disrupting Physical Medicine and Rehabilitation

Did you know that ~40% of all admitted patients receive physical and/or occupational therapy? Alongside Dr. Krishnaj Gourab, Chair of Physical Medicine and Rehabilitation at JHBMC, John Adamovich, Class of ‘15, built a clinical decision support software to manage the rehabilitation population throughout the care continuum. Applicable to hospitals, post-acute rehabilitation sites and physician practices, ReHAP can meet a variety of needs, whether that be driving efficiency, generating revenue or improving patient outcomes. ReHAP’s main functions are:

**Acute Coordinator and Therapist Efficiency:** ReHAP prioritizes patients to identify who should be seen and when, generating savings of $111,000 annually for its first customer. Patient care also improved by reducing the days patients waited for therapy.

**Post-Acute Referral Retention:** ReHAP generates $4 million annually for its first customer by reducing leakage to competing inpatient rehabilitation facilities. Other post-acute rehabilitation sites that would benefit are skilled nursing facilities, home health and outpatient rehabilitation.

**Remote Patient Monitoring:** Using wearables’ data, ReHAP enables providers to manage their population remotely. In addition to more patient touch points, this offers another revenue stream as collecting and interpreting remotely generated patient data is now reimbursable.

Reach out to John at john@rehap.health to learn more. He’d love to learn about your therapy team’s needs and discuss how ReHAP can maximize its capability and value!

Don’t forget to check out ReHAP in the [Huffington Post](#) and [CIO Magazine](#)!

Stay up to date with ReHAP on Twitter: [@ReHAP_Therapy](#) & LinkedIn: [ReHAP](#)

Speaking of Data.......
News from the MHA Student Association

Each year the MHASA identifies an organization to assist during the holiday season. This year, the association identified Toys for Tots for its holiday fundraiser. In addition to purchasing toys for children throughout the greater Baltimore community (Baltimore City; Baltimore, Carroll and Howard Counties), several members of the Class of 2018 and 2019 volunteered at the warehouse on Sunday, December 10th. Toys for Tots Baltimore distributed 94,000 toys to 50,000 children.

Serving as Santa’s helpers in the distribution center are Michele Shum, ’18; Angel Khuu, ’19; Val Opris, ’18; Chris Schlabach, ’19; Stephen Saddemi, ’18; Noah Chang, ’18; Tolga Babur, ’18; Tai Izawa, ’19; and Natalie Fung, ’18.

The MHA Student Association Wants to Connect with You!

The MHA Student Association is working towards building alumni relations to facilitate communication and establish a supportive MHA alumni network. We know many of you have already been working with the MHA program post-graduation and your efforts are truly appreciated. If you are interested in becoming a resource to guide current students through mentorship, MHA experiences, career pathways and growth, please fill out this form. If you have any questions, feel free to contact Bernadette Sendon, the Student Association alumni relations officer, at bsendon1@jhu.edu.

Warm Regards,
MHA Student Association

Don’t forget the 11th Annual Alumni Meet and Greet, Friday, January 19th, at 5:45 in Hampton House Café. The event is co-sponsored by the MHASA and the program office. RSVP to Liz: emeyer17@jhmi.edu.
Former program director Bill Ward continues to teach Fundamentals of Budgeting and Financial Management to MHA students as well as another 400+ PH students, but he does his teaching online which allows him plenty of time for travel. This fall, both he and Ann-Michele Gundlach were in Lima, Peru as part of a collaboration between Johns Hopkins International and Pacifico Salud to improve the healthcare delivery at Aliada Cancer Center and the SANNA Healthcare Network in Peru.

A course entitled “Leadership: Culture of Commitment” was developed to update senior leaders in concepts related to reducing administrative gaps and facilitating strategic alignment. The targeted audience included both administrative and clinical leaders within SANNA. The leadership portion was led by Ann-Michele who taught participants how leaders influence collaboration, commitment and accountability. Bill led the administration component, providing participants with an understanding of how to move an idea from a concept to a workable process. Through various group activities, the participants learned to develop and lead high performing teams and build capacity to address future workplace challenges.

Anybody seen Bill Ward Lately?

In October, Associate Director Doug Hough traveled to Berlin to speak at the World Health Summit. At the suggestion (make that, “urging”) of then-Dean Mike Klag, Doug was a panelist on “Vaccine Apathy” sponsored by Pfizer. Pfizer is concerned that adults are failing to get vaccinated for pneumonia and influenza, so that we are not getting anywhere close to herd immunity. The panel was chaired by the Director of The Vaccine Confidence Project at the London School of Hygiene & Tropical Medicine, and included (in addition to Doug) the Secretary General of the International Federation on Ageing and the Head of Pediatric Immunology and Infectious Diseases at Charité – Universitätsmedizin in Berlin.

Doug used his perspective on behavioral economics to try to explain the problem. Noting the power of loss aversion, framing, and cognitive biases, Doug argued that it is evident that vaccination decision-making is not purely based on rational choice. Public health interventions and patient-doctor interactions around vaccination need to take this into account. Behavioral economics lends itself to the further understanding of vaccination apathy among both the general public and healthcare professionals, and helping to inform vaccination programs that address it.
Cynthia Hadley Daniels, Class of 2008, is thrilled to have joined the Johns Hopkins Home Care Group this past fall as the Senior Project Manager for Infusion Services.

Zabby Electriwala, Class of 2004, is transitioning from her current role at Kaiser to become KP’s Director of Strategic Projects at Los Angeles Medical Center.

Susanne Katz, Class of 2014, is leaving the DC area and returning to NYC where she will be joining the Hospital of Special Surgery as the Director in the Department of Medicine.

Caroline Kaszycki, Class of 2017, joined Highmark Health in Pittsburgh this summer. She is an Enterprise Effectiveness Consultant and has let us know that Highmark is still hiring for Consultants!

Allen Lu, Class of 1998, VP for Client Services and Operations at Brighter, shared the exciting news that Brighter was recently acquired by Cigna. Allen joined Brighter three years ago and the company has emerged as one of healthcare’s most innovative technology companies. Congrats, Allen, for being part of a successful startup!

Meghan Lunetta, Class of 2009, left Champions Oncology in May to join Medtronic as a Clinical Specialist for the Cardiac Rhythm Heart Failure division.

David Parker, Class of 1999, recently founded Parker Healthcare, LLC, a Healthcare Executive Search Firm. He recently published his second book: Career Strategic Planning: Planning the Career of Your Dreams and has offered a free copy to each member of the Class of 2018!

Claro Pio Roda, Class of 1995, started the New Year in his new role: VP of Finance/CFO for Howard County General Hospital. Claro was formerly the Senior Director of Finance for JHM.

Meherazade Sumariwalla, Class of 2016, is back home in Mumbai; in October she joined KPMG as a Senior Consultant in the Healthcare division.

Brandon Thomas, Class of 2016, joined Ochsner Health System in September to become a Process Improvement Coordinator.

Lloyd Wilson, Class of 2011, joined Imperium Health, an ACO solutions company, last winter and was recently promoted to Chief Operating Officer.

What’s New with You?

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