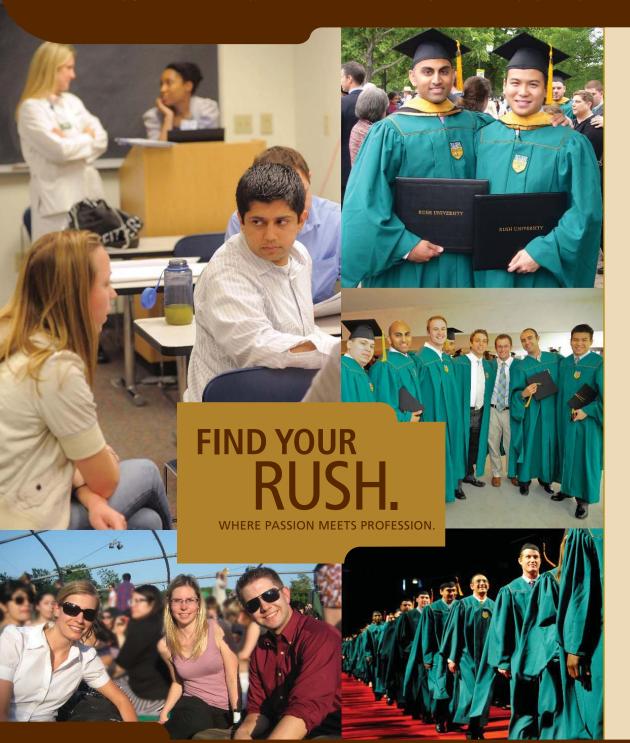
THE PRACTITIONER

SUMMER FALL 2011

DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT



IN THIS ISSUE:

HSM Hosts Leaders from Africa

HSM Students Recognized for Service and Leadership

HSM Emphasizes Experiential Learning

HSM Post-grad Fellowships

HSM Distinguished Alumni Award

Alumni Reaction to HSM Ranking Among the Elite Top 10

30th Anniversary Campaign Concludes with Launch of New Scholarship

www.rushu.rush.edu/hsm

THE PRACTITIONER

SUMMER/FALL 2011

DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT



Peter W. Butler, MHSA President and COO Rush University Medical Center and HSM Chair

In this Issue:

Faculty Spotlight3
African Leaders Visit4
Student Fellowships5
Research Spotlights6
Faculty Research7
Graduation Awards8
Career Spotlight9
New Student Cohort9
Alumni Awards10
Alumni News10
New Scholarship11
2011 HSMAA Board11

Chair's Report • • •



Dear Colleagues,

We have waited a long time for summer to arrive, and just about the time it's treating us well, we already need to focus on the transitions, seasonal and otherwise, that lay ahead. The first transition relates to HSM leadership. Earlier this year, we proudly entered into a new relationship with the University of Michigan to provide oversight to the National Center for Health Care Leadership (NCHL). With the need for leadership in our field never greater, this opportunity is perfectly timed. Andy Garman has assumed the CEO role at NCHL and Christy Lemak from Michigan, the newly created role of chief academic officer. Great things can be expected, and the contributions NCHL will continue to make to the field will help the Department's strategic direction as well. I am pleased that Tricia Johnson is stepping in to assume the role of acting associate chair of the department.

We are also sad, but proud to report on Dan Gentry's departure to become Associate Dean at the University of Memphis. Its school of public health is sure to enjoy a boost in stature in much the same way we have benefited from Dan's contributions to Rush. We believe we are in great shape as a department, but will evaluate carefully the structure and leadership needed in the future to continue the great momentum we have.

A second transition comes with a change of the seasons—the arrival of our incoming class of 23 exceptional students. The demand for spots in this year's class was never greater with over 100 applicants. The student employment opportunities are extremely relevant to the competencies they will require upon graduation. And the faculty stands prepared to do their share and more to make the educational experience as good as any available in the country.

The third transition is the most visible of all. The Tower, expected to open on Janaury 6, 2011, is a magnificent symbol of the extraordinary progress Rush has experienced during the past decade. The IT and facility investments are poised to enable improved patient experiences and outcomes and contribute to the health and health care of the broader Chicago community.

In many ways, the challenges for all of us in health care have never been greater, but the opportunity to make a difference has never been greater as well. This should be yet another year when we can look back and celebrate the transitions that bring out the best in what health care leaders can do.

Meet Pat and Matt - Key Players on the HSM Core Team • • •



Pat Pavia is HSM's Administrative Assistant and has been with the department for five years. Pat is



the primary point of contact for all HSM stakeholders. She oversees the office administration, manages the admissions logistics and scheduling, and assists with events. Pat was previously in Rush's cardiovascular

thoracic surgery department. Her knowledge of Rush University Medical Center, careful attention to detail, and strong work ethic are greatly appreciated by all of her colleagues.

Matt Stern is HSM's Program Coordinator and has been with the department for one year. He oversees



HSM events, administers HSM surveys and databases, and assists students, faculty and prospective students. Matt is also chair of the Rush Green Team. Matt is a 2006 graduate of the University of Kansas with a major in

Communication Studies. Matt's extensive corporate event management experience, excellent customer service skills, and strong technology capabilities are appreciated by those he serves.

Program News

A Message from the HSM Program DirectorDaniel Gentry, PhD, MHA



On September 1, I will take on a new role as Associate Dean for Academic and Faculty Affairs in the new School of Public Health at The University of Memphis. The founding Dean of the school has asked me to partner with her in launching the school and leading the accreditation process. The opportunity to start a new

school of public health is rare; there are only 48 accredited schools in the U.S. The Memphis and Mississippi Delta region of the U.S. has tremendous public health needs, many of which are closely aligned with my research in tobacco, obesity, and HIV/STD policy, prevention and care services. Prior to being at Rush, I'd spent 17 years in public health—so returning to public health is like "going home."

The past four years have been amazing. I am grateful to have been given the opportunity by Peter and the Rush leadership to direct the HSM program. Peter's vision of what HSM could be and his commitment to excellence were the reasons I came to Rush; this vision drove our many accomplishments. My partnership with Andy Garman in leading the department and program has been the most fruitful and rewarding of my career. Peter likes to talk about "having the right people, in the right jobs, and focused on the right things" as key to success. HSM is a perfect case-study of this approach: an impressive core faculty and staff championing important initiatives; a practitioner faculty with strong ownership and absolutely prepared to take the program to the next level; recruitment of the best graduate students in the country; and committed and engaged alumni involved in every aspect of the program.

I have learned so much by being back in a health care practice environment—and it certainly didn't hurt that it's one of the very best in the country. I have also learned so much from the practitioner-teacher model. It truly is "the way health professions education should be."

Thank you for your collegiality and collaboration, your pursuit of excellence, and for all the ways you have inspired me as we've worked together to transform the Rush HSM program into one of the premier health administration graduate programs in the country.

Sincerely and with warmest regards,

Dan • •

Faculty Spotlight - Brian Smith, VP Medical Affairs, Clinical Practice & Executive Director,



RUMG, Assistant Professor

Can you tell us a little about the career path that brought you to Rush and your current role here?

I have a BS in electrical engineering and began my career in New York doing business planning consulting for a variety of different fields, including health care.

After consulting for five years, I was at the point in my career where I needed to choose between continuing with consulting and moving up the tract to being a principal or explore other options. At this point I was approached by a client to join the University of South Florida (USF), working fulltime for USF Health in planning while earning my MHA. I worked for USF Health for more than 12 years eventually becoming the CEO of its physician's foundation. Six years ago I was recruited by Rush to be the first executive director of the Rush University Medical Group (RUMG). An opportunity to be the founding leader of the group, within a single system, with a singular vision, during the RUMC transformation was a uniquely enticing challenge and one that I have enjoyed. I am currently the vice president of medical affairs and the executive director of the RUMG. In these roles, I work with both private practice and employed physicians, physician assistants, and nurses. I also sponsor four first year internships and several second year internships.

You've been teaching, as an HSM course director, for several years. Can you tell us a bit about the course you teach and how you've been able to bring it up to being rated as "exceptional" by the students?

I teach the Health Care Organization course which is an introductory course for HSM students. I have been fortunate in having excellent faculty partners for teaching the course; currently I co-teach with Gauri Brown. The success of the class is partly due to increased teaching experience and faculty development but also to taking both formal and informal student feedback seriously. For example, the course includes an interview with a resident in the JRB Health Center for the Elderly as well as clearly defined expectations and a textbook that links more with what today's practitioners deem relevant. As this is a qualitative course, it is important for the students to think critically about health care and reflect on how to improve it. One way we do this is through the team debate, where students explore the current reform changes such as the

Continued on page 5

Global Leadership Development

HSM Hosts Management Development Sessions with African Health Care Leaders at Rush University Medical Center

Qualified health care managers are an essential ingredient at both strategic and operational levels in health systems. They play a key role in management of strategic direction, resource allocation, and monitoring results. In addition, strong management skills are required to convert financial and material resources, human resources, information systems, and capital assets into improved health outcomes. In many developing countries, clinicians take on management as an additional role, with little guidance on how to balance the dual responsibilities that can conflict with each other. Hospitals and universities in developing countries are now recognizing the importance of health managers in improving the performance of a health system and the need for an essential cadre of professional health managers.

Under the direction of **Frank Phillips**, director of International Health Care Projects in HSM, and with logistics and operational support

from **Matt Stern**, the department hosted the African Healthcare Leaders Delegation Study Tour in May. The delegation included nine hospital, university and ministry of health leaders from Tanzania and Namibia and was sponsored by the United States Agency for International Development (USAID) and the Touch Foundation. The goal of the visit was to expose the Tanzanian and Namibian health care leaders to the operations of a high-quality academic medical center in the U.S., provide an overview of the U.S. health care system. and to demonstrate Rush's teacher-practitioner model of health care management education. The visitors learned about the development of the managerial roles in health care, using Rush University Medical Center and the larger Chicago public and private health care community to identify examples of managerial excellence and organizational improvement. The Study Tour included presentations and discussion sessions with HSM faculty and Rush University Medical Center leadership, and a site visit to the Northwestern University Clinical and Translational Sciences Institute. At the conclusion of the study tour, Victoria Ervin, with the Touch Foundation, commented, "Everyone gave so generously of their time and knowledge to give us a rich view into the world at Rush."



African Visitors (left to right) - William Mahalu, MD, Professor of Surgery, formerly Dean, Faculty of Medicine, Bugando University, Tanzania; Dr. Sara Shalongo - Senior Medical Superintendent of Windhoek Central Hospital, Namibia; Matt Stern, HSM; Francisco Chibunda Mahamud, Senior Pharmacist, Bugando University Medical Center, Tanzania; Ms. Celine Usiku - Director: Policy, Planning and Human Resources Development, Namibia; Richard Shigikile Gellejah, Associate Dean, Faculty of Public Administration, Mzumbe University, Tanzania; Frank Phillips, HSM; Bumi Mwamasage, MD, Principal Medical Officer, Tanzania Ministry of Health, Tanzania; Dereck Isaac Chitama, Lecturer, Muhimbili University of Health Sciences, Tanzania; Charles Kitima, Vice Chancellor, Augustine University, Mwanza, Tanzania; Victoria Ervin, Program Director, Touch Foundation

Setting the Standards for Leaders

Continued from page 3

roles of doctors and physician assistants in primary care. I think the combination of clearly defined expectations with coursework that has them think critically yields the best results.

How has your role as a teacher, course director, and executive who sponsors first and second year HSM internships, enhanced your practitioner experience?

Being actively involved with HSM as a course director and with student internships keeps me current and on my toes. When working with students I can't slip into the old jargon from the 80's or 90's, most students can't relate, so I have to think and articulate differently. Also, students will ask me questions about my decisions in a way a direct report may not; students rarely accept "because that's the way it has always been done" as a good reason for doing something, they want to know "why." Additionally, I learn lots from the students in the classroom and working with them on case competitions. For example, in the last case competition the students explored the concept of accountable care organizations, and working with them enhanced my own knowledge. Being involved with HSM students has made me a more reflective practitioner.

Why do you feel the practitioner-teacher model is so successful, and what unique perspectives do you bring to your students in the classroom?

My graduate program was a traditional one, full of theory. However, I was also working full time while going to school and found that frequently the theory did not match actual practice. I think the practitioner-teacher model is so successful because the practitioners are integral to the teaching and ensure that what they are teaching in theory aligns with the realities of practice. Additionally, I think the practitioner-teacher model fosters lifelong learning in the practitioner role; students inspire practitioners and keep the spark going to stay current. The unique perspectives I bring to the classroom are consulting experience and working on the physician side of health care.

RUMG/Medical Affairs is one of the two primary sources of HSM internships. What are students working on in your areas of Rush?

Students in my areas of Rush work on a variety of projects. I've had students engaged in physician recruitment, exam room utilization analyses, and analyses of access, throughput, growth maximization, clinical staffing models and nonclinical staffing models. A major focus right now is the NCQA accreditation of the Medical Home with goals of keeping primary care out of the emergency department, efficient use of resources, and keeping

patients healthy, and students assist in our work to meet these goals. Finally, students have been involved with the EPIC (electronic medical record) ambulatory care rollout, clinical trial contracting, and reimbursement/revenue management.

You have also served on several master's project committees with a focus on physician productivity. Has participating in student research made an impact in the RUMG's and Medical Affairs' operations?

The practitioner teacher model at Rush is not exclusive to HSM, so many of the physicians I work with are more than just clinicians; they are also balancing faculty roles. Thus, when the students and our team present student research on workflows and productivity they are intrigued and willing to explore better ways to do what we are doing. Using research to encourage change makes the information more palatable, there is less of an impression of a top down approach. No one likes to be told they aren't being productive or below a benchmark, but when students present that information based on evidence, it seems more objective and fact based and is better received.



(Pictured left to right in order described below)

HSM Graduates Accept Prestigious Fellowships

HSM is pleased to announce another successful round of fellowship placements for the class of 2011 graduates. Seven students competed for and secured prestigious administrative fellowships. Jonathan Bluemke will be going to the University of Iowa Hospitals and Clinics, Iowa City, IA; Chi Huang landed Barnes-Jewish Hospital, St. Louis, MO; Martha Bailey secured NYU Langone Medical Center, New York, NY; Daniel Nissen snagged Oregon Health Science Center, Portland, OR; Rabhea Chaudry will be going to Hospital Sisters Health System, Springfield, IL; Matthew Goldstein secured Hospital of the University of Pennsylvania, Philadelphia, PA; and Shawn Amer landed Ohio Health, Columbus, OH. Congratualtions new fellows!

Center for Health Management and Policy Research

Research Spotlight on Shannon Sims, MD, PhD Developing Physician Performance Measures for the Future



Shannon Sims's work is at the cutting edge of quality and informatics, integrating research and practice to determine how to best use health information

technology for measuring and rewarding high quality care. One of his main goals is to influence national policy on payfor-performance to ensure that policies are good for patients, fair for health care providers, and use tax dollars in an effective way. As part of a \$4.8 million grant from the Centers for Medicare and Medicaid Services (CMS) to Mathematica Policy Research, Shannon is working with other bioinformatics leaders at fourteen hospitals across the U.S. to test electronic quality measures. As part of this work, he will be testing electronic versions of existing quality measures and developing new quality measures using electronic health records rather than claims data. Results of this project will directly inform health policy at the national level about how physicians will be paid for quality in the future.

Shannon recently completed a pilot project with Drs. Jisu Kim and Edward Ward at Rush and colleagues at the American Medical Association to assess the viability of using electronic health record data to collect and report quality measures, such as those for chest pain and syncope, for the emergency department. Results support the use of both automated algorithms for assessing compliance with measurement goals and automated

extraction of electronic health record data for performance measurement.

Most hospitals currently use laborintensive manual abstract of information for physician pay-for-performance programs, such as CMS's Physician Quality Reporting System (PQRS), and results of these projects could potentially reduce the time and costs required to report data for pay-for-performance programs. In addition, Shannon is a member of the National Quality Forum's (NQF) Health Information Technology Advisory Committee, which advises the NQF about the adoption of quality measures and standards for value-based purchasing programs. He is Assistant Professor in HSM and Director of Clinical Informatics at Rush University Medical Center.

Research Spotlight on Diane Howard, PhD Building Relationships across Generations



Diane Howard received a \$25,000 project from the American College of Healthcare Executives to study the generational divide in the health care workplace. In this

project, she examined the perceptions of senior executives about the interpersonal skills of recent entrants into the health care management field through a survey of chief executive officers at hospitals across the United States.

When asked to evaluate the skills that early careerists need to develop, CEO respondents indicated that early careerists lack interpersonal skills, including an understanding of organizational politics,

techniques to influence others, and the ability to confront others about mistakes. Respondents also reported that interpersonal skills are commonly used to identify "fast trackers" and potential successors to current leaders within the organization. These results suggest the need to strengthen interpersonal skills for early careerists in the health care field.

In addition, Diane recently conducted a pilot survey of high school students to get their perspectives on the generational divide. The demographics of the 22 students participating in the focus group were equally divided between males and females; 33% were Caucasian, 29% were Latino/Hispanic, 19% were African American, and 5% were Asian/ Pacific Islander. Ninety-five percent of the students plan to attend college with 27% expressing a career interest in medicine/ nursing; 27% in law; 14% in architecture/ engineering; 5% in teaching; and 22% undecided. Results indicate 85% think there is a difference in work ethic between the Y generation and their managers. The major differences they observe relate to communication style and work quality. The cohort thought the best method to convey feedback to them was face-toface communication. The most important interpersonal communication skills were building trust, conflict management, etiquette, and negotiations.

Diane and HSM's **Susan Lawler**, in collaboration with Cynthia Stewart at Columbia St. Mary's Hospitals & Clinics and Rupert Evans at Governors State University, presented an educational session on teaching intergenerational and cross-cultural diversity to health care leaders and students at the AUPHA Leaders Conference in March. Diane teaches HSM students about interpersonal skills in the health care workplace in the Professional Skills Seminar courses.

Research Informing Health Care Management Practice

PUBLICATIONS

Andy Garman's article, "High-Performance Work Systems in Health Care Management, Part 1: Development of an Evidence-Informed Model" was the featured article for the July/September Issue of Health Care Management Review. This project is joint work with Ann Scheck McAlearney at The Ohio State University, Michael Harrison at the Agency for Healthcare Research and Quality, Paula Song at The Ohio State University, and Megan McHugh at Health Research and Educational Trust.



Matt Anderson (HSM'09) (pictured left) authored a chapter with J. M. Donnelly on health care reimbursement for laboratory management in the forthcoming book Laboratory Management: Principles and Processes (3rd edition). This chapter provides an overview of the private and public methods of paying for health care services, including a discussion of health care reform

and the potential impact on reimbursement.

In their recent article, "Post-Soviet Transition: Improving Health Services Delivery and Management," Joseph Antuon at the University of Chicago, **Frank Phillips** and **Tricia Johnson** examine the transition of ex-Communist countries to new public management using case studies from Russia and Albania. The article was published in the Mount Sinai Journal of Medicine.

In a forthcoming article in the Journal of Business and Psychology, **Andy Garman** examines the gap between management science and practice and what is needed to close this gap. The article provides a framework for future management research that integrates science with practice. The article is titled, "Shooting for the Moon: How Academicians Could Make Management Research Even Less Irrelevant."

Brian Smith wrote the practitioner application to "Exploring the Business Case for Ambulatory Electronic Health Record System Adoption" in the May/June issue of the Journal of Healthcare Management. Brian discusses the business case for electronic health records (EHR) and how EHR has helped to improve both patient care and medical education.

SPRING AND SUMMER PRESENTATIONS

J. Robert Clapp, Jr., and Cynthia Boyd. "Diversity Leadership: The Rush University Medical Center Experience." Oral presentation, Diversity and Inclusion Strategic Planning, AAMC GRMC/GDI Spring Meeting, March 2011.

Brian Lucas, **Tricia Johnson**, Ricardo Franco-Sadud, and Stephen Shaw. "The Economic Impact of a Bedside Procedure Team from the Perspective of a Hospitalist." Society of Hospital Medicine Annual Meeting, Dallas, May 2011.

Daniel Gentry, Robert Montgomery, and Liane Kluge. "Discover HAMPCAS." AUPHA Annual Meeting, Charleston, SC, June 2011.

Daniel Gentry, Dolores Clement (HSM '81), and Tina Smith. "Not on this Shelf! Strategic Planning Approaches that Work." AUPHA Annual Meeting, Charleston, SC, June 2011.

John Lloyd, Carla Jackie Sampson, and **Andy Garman**. "CAHME Update for Graduate Program Faculty." AUPHA Annual Meeting, Charleston, SC, June 2011.



Samuel F. Hohmann (HSM '88), Wanda Clevenger, Jason Kane, and Jacob Langley (HSM '11) (pictured left), Tammy Williams. "Incidents Associated with Medication Administration Among Hospitalized Children." Poster presentation, AcademyHealth Annual Research Meeting, Seattle, June 2011.

Samuel F. Hohmann (HSM '88), **Jacob Langley** (HSM'11), and Jason Kane. "Use

of High-Risk Medications in Hospitalized Children." Poster presentation, AcademyHealth Annual Research Meeting, Seattle, June 2011.

Samuel F. Hohmann (HSM '88), **Jacob Langley** (HSM'11), and Jason Kane. "Potentially Inappropriate Use of Selected Medications in Hospitalized Children." Poster presentation, AcademyHealth Annual Research Meeting, Seattle, June 2011.

Samuel F. Hohmann (HSM '88), and **Jacob Langley** (HSM'11). "Underestimates of Catheter-Related Bloodstream Infections." Poster presentation, AcademyHealth Annual Research Meeting, Seattle, June 2011.



Tricia Johnson, Mariel Ackerman (HSM'11) (pictured left), Robert McNutt, Jason Kane and Richard Odwazny. "Diagnosis Discrepancies and Health Care Outcomes." International Health Economics Association Bi-Annual Meeting, Toronto, July 2011.

Recognizing Excellence

Class of 2011 Gives and Receives Graduation Accolades

Commencement Hooder Award to Briana Jegier, PhD, MS ('03): Given to the faculty member the students most wish to honor for involvement with them and the program, the Hooder participates in the graduation ceremony by presenting the Health Systems Management hood, hooding the students as they receive their diploma. Briana was given this award by the class of 2011 because, "She spent a tremendous amount of time with the graduating cohort. From our statistics and epidemiology courses at the beginning of the program, through the masters project process, Dr. Jegier was a constant positive influence during our two years at Rush. She is a phenomenal teacher and her commitment to the program has always been highly appreciated by our class."

Bruce Campbell Award to Shannon Sims, MD, PhD: Honors the practitioner faculty member who the students feel has been most helpful to them throughout

their educational experience at Rush University. Shannon was given this award by the class of 2011 because, "He is one of many practitioner faculty who has made a major contribution to our education at Rush. He brought a fresh perspective to the classroom, and the graduating cohort truly appreciated the way he brought that out in his teaching style. Shannon also stood out through his tremendous contributions to several masters projects."

Excellence in Teaching Award to Tricia Johnson, PhD: Recognizes the HSM faculty member who has distinguished themself most in the classroom setting. Tricia was given this award by the class of 2011 in recognition of how, "She connected with the HSM class of 2011 with ease. Her use of group learning activities in our economics course helped students learn the course material through collaboration and teamwork. She also directed our masters project courses and even chaired several masters

project committees, providing students with a source of incredible guidance and expertise."

HSM Outstanding Student Award:

Given to a student who encourages classmates and helps them to be successful, exhibits professional behavior, is enthusiastic about learning, and shows leadership potential. The 2011 award was presented by the HSM faculty to Jacob Langley.

Chairman's Award for Academic Excellence: Given to Martha Bailey, Ruth Barz, Jacob Langley, Molly Norton and Anibal Perez.

College of Health Sciences Dean's Award: Given to Jacob Langley.

AUPHA Health Administration
National Honor Society: Recognizes
students who achieve distinction in their
academic studies. Given to Martha Bailey
and Jacob Langley.



Class of 2011 (pictured left to right): Jonathan Bluemke, Ruth Barz, Dawn Wheeler, Anibal Perez, Joelle Paterno, Chi Huang, Mariel Ackerman, Rick Goddard, Yolanda Sanchez, Nandakishor Polavarapu, Jacob Langley, Martha Bailey, Shawn Amer, Molly Norton, Matthew Goldstein, Rabhea Chaudhry, Eric Alvarez, Kamila Zlotnicki, Daniel Nissen, and Darya Isayeva

The Next Generation of Leaders



Career Spotlight — Kevin Weng

Kevin has just completed his first year of study in the Health Systems Management (HSM) program at Rush University Medical

Center. The practitioner-teacher model provides Rush HSM students with a competitive advantage. Kevin believes that, "The small class sizes and engaging faculty have helped to improve my knowledge of health care delivery in the United States and my interpersonal skills. It is rare to find a program where the faculty is easily accessible, open to take time out of their busy days to meet with students, and provide students with real world experiences on a daily basis in an academic medical center."

Kevin's first-year employment was in Patient Relations with Francis Fullam. Senior Director, Marketing Research and Kate O'Shaughnessy (HSM '03), Patient Satisfaction Consultant, during which he worked to improve patient satisfaction by analyzing doctor-patient communication. He worked primarily with the Press Ganey database to compile both quantitative and qualitative patient feedback to RUMC attending physicians. After looking at every patient comment received via patient satisfaction surveys in fiscal year 2010, Kevin developed a list of positive and negative themes for physician performance. These themes were related closely to the HCAHPS doctor domain questions, which will be included in Value-Based Purchasing. Other projects in Patient Relations included building a research database of best practices in doctor-patient communication, interviews with inpatient Orthopedics and Internal Medicine patients, and the creation of an online survey to discover how resident program directors educate and evaluate residents and fellow physicians.

In addition to his work in Patient Relations, Kevin is also a member of the HSM Career Services Committee and the RU Caring Steering Committee. The HSM Career Services Committee assists ACHE/CHEF (Chicago Health Executives Forum) with their fellowship and emerging health care leader events. The committee also holds programs to assist HSM students in choosing a summer internship, fellowship, or post-graduate career path. The RU Caring Steering Committee is an interdisciplinary volunteer program serving the population of Chicago with limited access to health care services. In April 2011, the organization held a Spring Health Fair in Humboldt Park, providing immunizations, physicals, diabetes screening, dental, and vision services. Kevin's hard work and dedication to the organization paid off, and he is currently serving as the RU Caring Leader for the Allied Health Division. This summer, he will be organizing the "Back to School Community Health Fair" that will take place in August.

Kevin's experiences during his first year at Rush have prepared him for his 2011 summer internship at UNC Health Care in Chapel Hill, North Carolina, where he will gain exposure to hospital finance and accounting. Kevin will work with SunTrust Bank and UNC Health Care Affiliate Accounting to develop a cost benefit analysis for implementing a commercial prepaid card for patient credit balance refunds. Other projects at UNC Health Care include assisting in the preparation of monthly financial statements and audit schedules for Triangle Physician Network, an LLC physician group subsidiary of UNC Health Care.

Kevin graduated from the University of Texas at Austin with a Bachelor of Arts in Economics and a minor in Biology and Business Foundations. He is part of the team representing the Rush HSM Program in the 2011 NAHSE Case Competition in October. In the upcoming academic year, Kevin will continue to serve on the Career Services Committee and the RU Caring Steering Committee as the Leader for the Allied Health Division.

Meet the Incoming Class

Megan Bogany - University of Chicago, BA in Comparative Human Development

Lisa Bower - University of Wisconsin, BA in Political Science / Latin American Studies

Nicole Calabrese - Northwestern University, BA in Political Science / Pre-med

Mary Casey - Villanova University, BA in Economics

Natasa Djukic - Indiana University, BS in Health Administration

Renee Durack - University of Illinois, BS in Community Health

Katherine Feldman - Saint Louis University, BS in Nursing

Brian Fisher - DePauw University, BA in Communication / Economics

Alexander Fullam - Colgate University, BA in Economics / English Literature

Vikas Gandhi - Loyola University Chicago, BS in Health Systems Management

Adam Gray - University of Missouri, BS in Biological Sciences

Jake Harbert - Loyola University Chicago, BS in Health Systems Management

Katelyn Hunter - Vanderbilt University, BS in Human and Organizational Development

Julie Johnson - University of Illinois, BS in Community Health

Haley Mansfield - Northern Illinois University, BS in Public Health Administration

Stephanie O'Brien - Knox College, BA in Economics

Theresa Osunero - University of Illinois, BS in Community Health

Nina Parikh - DePaul University, BA in Sociology / Economics

Hunter Schouweiler - DePauw University, BA in Economics

Sveinn Sigurdsson - Arizona State University, MA in Anthropology, Lawrence University, BA in Anthropology / Psychology

Jyotsna Somaraju - Loyola University Chicago, MBA in Business Administration, BS in Biology

Shweta Ubhayakar - Padmashree Dr.D.Y.Patil Medical College, Bachelor of Medicine / Surgery **Blake Warren** - University of Puget Sound, BA

in Economics

Rushing On...Alumni News

Alumni Updates...

Dana Padgett (1989) - Is now the System Director, Managed Care Operations for Provena Health in Frankfort, IL.

Lemi-Ola Erinkitola (1993) - Is the new director of the "READY! For Kindergarten" program, providing training and toolkits for helping preschoolers become wired for reading, math and school readiness. Lemi is preparing to launch the first offering of this program in Chicago this year.

Erika Riethmiller Bol (1993) - Is the Privacy Officer of the Legal Division of the Department of Health Care Policy for the State of Colorado.

Mary Katherine Krause (1994) - Is pleased to have successfully teamed up this year with her Rush University colleagues, resulting in two team awards: (1) A Silver Award in the "Recruitment Package" category from Higher Education Marketing in its annual educational advertising awards competition for the re-branded Rush University view book and college inserts and (2) A "Top 100 Social Media Colleges Ranking" by StudentAdvisor.com (a Washington Post Company) for mastery of public social media methods for the Rush University Facebook page.

Jennifer Bever (1997) - After successfully launching Sg2 Univeristy (which now provides 1-2 educational workshops for health care executives each week at various locations around the country), Jennifer was promoted to Vice President & General Manager and will lead the flagship Sg2 product, the EDGE Growth System (strategy intelligence and analytical solutions to support organization's planning efforts and growth strategies). Incidentally, Jennifer ran into retired HSM faculty member, Mari Terman in Alhambra, Grenada, Spain in October, showing you never know when you'll run into an HSM'er!

HSM Alumni Association Update - Time to Commit, Connect, and Contribute

BEST GRAD SCHOOLS USNEWS HEALTHCARE MANAGEMENT 2012

This year has been an exciting year for the HSM program and for the HSMAA. First, the HSMAA Board wishes to congratulate the program on catapulting to #9 in the 2012 *U.S.*

News and World Report rankings of health care management graduate programs. We are very proud of this accomplishment which reflects the impressive work of our faculty, staff, students, and fellow alumni and the world-class experience that is HSM.

Next, we want to welcome into the alumni association the 2011 graduating class (see page 8). This is an accomplished group who will represent HSM in fellowships and positions throughout the country. We are very excited about the contribution they will make to health care management throughout their careers and encourage them to remain active in HSM.

We also wish to congratulate our two HSMAA award winners. First, we congratulate Mary Katherine Krause, FACHE, class of 1994, who was selected for the 2011 Distinguished Alumni Award by a panel of HSM alumni. Mary Katherine



Jennifer Bever '97 and Mari Terman (retired HSM faculty) in Alhambra, Grenada, Spain

is the associate vice president of university relations at Rush University. She was nominated for this award because of her professional accomplishments and her dedication to the HSM program and the HSMAA. Highlights from her nomination letter included her service to professional organizations and her dedication to HSM as a faculty member, career advisor, department committee member, donor, and former HSMAA board member.

Second, we congratulate Mariel Ackerman, class of 2011, who was selected as the Outstanding Master's Project Award winner for her project entitled "Association between diagnosis discrepancies and outcomes." She was selected from a group of five finalists for her high quality work and potential contribution to the field by a panel of HSM alumni. Congratulations to all of the students who were nominated for this award and to all the new graduates.

We also want to thank all of the alumni who contributed to the 30th Anniversary Campaign in support of the HSM program. The campaign was successful and will greatly benefit our future students. The campaign also resulted in a separate but related campaign, The Tamara Smith Scholarship Campaign. This scholarship will support African American students in the HSM program. We encourage alumni



(pictured left to right) Mary Katherine Krause '94, winner of 2011 Distinguished Alumni Award, Micah Tesdall '08, Jennifer Draudt-Scully '06, and Briana Jegier '03

Alumni Commitment

Commitment to Service: The 2011 HSM Alumni Association Board



President - Briana Jegier (2003), PhD, Assistant Professor, Department of Women, Children and Family Nursing and HSM, at Rush. briana_j_jegier@rush.edu



Treasurer - Micah Tesdall (2008), Practice Manager, Pediatric Pathology, Children's Specialty Group, micah.tesdall@gmail.com



President-Elect – Lisa Grant Williams (1993), Senior Application Analyst, Financial Systems - Access Community Health Network Lgwilliams07@gmail.com



Secretary – Jennifer Draudt-Scully (2006), Manager of Strategic Planning, Resurrection Healthcare. jdraudt@gmail.com

to give generously to this campaign as well as to the alumni association. Your support is greatly appreciated and ensures that we are able to continue to deliver quality services to our students and alumni.

Finally, the HSM Alumni Board has adopted three core values to guide the future work of the association. The values are "Commit, Connect, Contribute." This year, we will continue working on improving connections among alumni and with current students through the roll-out of an alumni directory and introduction of bi-annual web meetings.

I hope to see you at one of our upcoming events. There is an alumni picnic on August 13th at 2 pm CT at Herrick Lake in Wheaton. There is also an educational webinar on October 14th at 12 pm CT.

Please don't hesitate to contact me if you have ideas or suggestions for the association and welcome again to our newest alumni, the class of 2011!

Briana J. Jegier, class of 2003 President, HSM Alumni Association

CELEBRATING

OUTSTANDING

INNOVATION

HSM Launches New Scholarship Campaign

The Tamara Smith HSM Scholarship for African-American Students

was created to honor the first African-American graduate of the HSM program, Tamara A. Smith. After receiving her HSM degree in 1982, Tamara held a variety of leadership positions in the health care field. Currently serving as the chief executive officer of the YWCA National Capital Area, she remains involved in the HSM program. Her passion for improving the health of women and children, coupled with her business development skills, make Tamara one of the strongest African-American female leaders in the health care field. Our nation's health care is in need of diverse representation through leaders like Tamara. This scholarship will allow HSM to more successfully recruit future African-American health care leaders to Rush University in an effort to provide accessible, quality health care to underserved communities.

110)// 1 1

underserved communities.

Alumni Updates...

Subhasis Mistra, MD (2002) - Is moving back to the Chicago area from Miami to be a Surgical Oncologist at the Cancer Treatment Centers of America, Zion, IL in July.

Matthew Powondra (2007) - Recently promoted to Marketing Manager for Sutter VNA & Hospice / Sutter Care at Home. Matthew's first project will be leading the organization's rebranding initiative to transition from "Sutter VNA & Hospice" to "Sutter Care at Home."

Maritza Barajas (2008) - Recently promoted to Project Manager, Strategic Planning, Marketing and Program Development, Rush University Medical Center; and recently had a welcome addition - a baby boy, Raul Daniel Urbina. Congratulations Maritza!

Patty Satjapot (2009) - Is pursuing her PhD in health related sciences with a health care administration concentration at Virginia Commonwealth University while she continues working full time as a Project Administrator in the Department of Operations Integration at John Hopkins Health System, Baltimore, MD.

Alumni Service...

2011 Master's Project Award Review Committee:

Larry Duncan '88, Kenneth Goodell '91, Carrie Burnside '96, Nat Kongtahworn '99, Brian Lane '99, Nadene Bradburn '00, Kevin Dunne '04, Lakeisha Daniel '05, Karen James '06, and Kristi Horne '10

2011 Distinguished Alumni Award Committee:

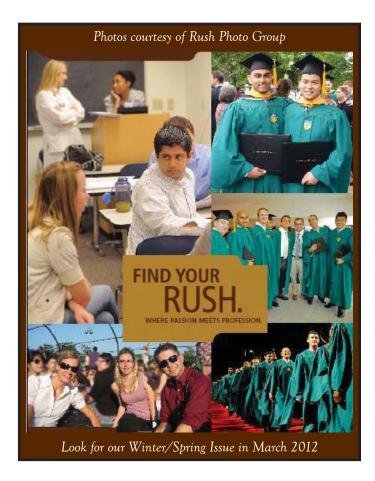
Kathleen Burke '82, Sarah Woodrum '93, Ronny Philip '04, Jennifer Draudt-Scully '06, and Micah Tesdall '08

Department of Health Systems Management

1700 West Van Buren Street, Suite 126B Chicago, IL 60612-3244



Rush is a not-for-profit health care, education and research enterprise comprising Rush University Medical Center, Rush University, Rush Oak Park Hospital and Rush Health.



From the Cover: The HSM program is ranked among the elite top ten programs by U.S. News & World Report for 2012 and continues its record of outstanding innovation. Rush's unique practitioner-teacher model is gaining recognition as a best practice in health care management graduate education.

HSM Program Open House and Information Sessions

Saturday, October 15, 2011 and Saturday, January 14, 2012 10:00 - 11:30 a.m. **Armour Academic Center, Room 994 Rush University**

To learn more about upcoming information sessions or the MS-HSM degree program, contact Patricia Pavia at Patricia_A_Pavia@rush.edu or call (800)942-5402.

For more news or general program information, visit the HSM website at www.rushu.rush.edu/hsm.

The Practitioner is published semiannually by the Department of Health Systems Management, Rush University, Chicago, IL Publisher: Daniel Gentry, PhD, MHA

Editor: Leslie Compere '96