

THE PRACTITIONER

WINTER/SPRING 2018

www.rushu.rush.edu/hsm



CHAIR'S REPORT

IN THIS ISSUE:

Faculty Spotlight:
Theresa Burkhart
.....3

Program Updates
.....4

Rush Center for the
Advancement of
Healthcare Value
.....6

Switching Careers to
Health Care Management
.....8

Giving to HSM
.....10

Checking in with the
10, 20 and 30-Year
Anniversary Classes
.....11

Introducing the
Class of 2019
.....12



Spring is slowly arriving here in Chicago. Time marches on, as do our students who, for the first time, will graduate in April, not June! The move to a semester system has been met with some challenges, but we have survived, faculty and students alike. At least for the students, the availability to be employed at an earlier date is helpful. And for those in fellowships, there will be time off before their “real work” begins this summer.

The most exciting news to report is our recent national award from CAHME. We were notified that we will receive the Baylor Scott & White award for Excellence in Quality Improvement Education. We will be recognized during the ACHE Congress at a special CAHME luncheon on March 25. I know quite a few of you plan to attend.

We also look forward to seeing our alums at the annual HSM reception during the ACHE Congress. Our reception will be on Tuesday, March 27, from 5:45 to 8 p.m. at the Union League Club of Chicago, which has been a great venue for this event. Come see old classmates and meet our current students. It’s always a lot of fun.

A new event this spring for alumni is an exciting one-day program on May 11 that is being jointly sponsored by our HSM Leadership Center and the Griffith Leadership Center from the University of Michigan. It will be an alumni event which will be highlighted by presentations of CEOs from six entrepreneurial companies. The day will include plenty of time for networking. An added feature will be the location – MATTER, which is the premier health care incubator in Chicago.

Finally, I would like to make sure you are aware of our strategic efforts to spread our wings to other health professionals within Rush University and Rush overall. Several of our electives are now offered to non-HSM Rush University students and employees. This is an important step in our efforts to play a leadership role in inter-professional education. Next fall, I plan to continue my role as course director for HSM’s required health policy course, but I also will be offering a health policy elective to non-HSM enrollees. We hope the value of our offerings will be increasingly recognized both within and outside of Rush.

With the various events ahead of us in the coming weeks, I very much look forward to seeing many of you soon.

PETER W. BUTLER | MHA, chairperson,
Department of Health Systems Management

STANDARDS FOR LEADERS

Faculty Spotlight – Theresa Burkhardt



Can you speak to your career trajectory, specifically in terms of what the greatest influences have been in your professional development?

A key influence in my career was coming to Rush as an administrative fellow after completing my MHA at The Ohio State University. At that time, fellows rotated

between Rush University Medical Center and the Illinois Hospital Association. This fit well with my interest in health policy and its practical impact on hospital administration. At both organizations, I worked in the area of health systems, which were rapidly forming in the mid-1990s. This led to my first administrative position with the then newly formed Rush System for Health. Over the years, I have had the chance to move to different types of positions at Rush: hospital operations and budgeting, service line administration and, for the past 13 years, Rush Health, the clinically integrated network. As vice president of Data Management and Business Intelligence at Rush Health, I gained a vast appreciation for the growing role and importance of data and information systems and how to use them to bring value. In my current role as vice president of Centers of Excellence and Innovation, I have the chance to pull from all these experiences and work with providers to implement new value-based care models incorporating networks, processes, data and financials.

What has been your faculty involvement over the years? How do you see your role in helping mold future health care leaders?

Being a practitioner-teacher within the HSM program provides an opportunity for me to connect to the University side of Rush by teaching and working with the students and faculty. There is no better way to learn than to teach. I have a lot to learn so I have taught in an array of courses, from Healthcare Organization to Strategic Planning to Biostatistics. Other involvement includes serving on department committees (currently Admissions), serving as intern preceptor, professional advisor and on master's project committees. With the students, I imagine working with them as colleagues in a few years (which I often do) and how I can help them be successful. This includes the full cycle of helping to select incoming students with the necessary strengths and commitment, contributing to their knowledge through teaching, advising and coaching them through their internships and job searches, and serving as a resource for them over time.

"With the students, I imagine working with them as colleagues in a few years (which I often do) and how I can help them be successful. This includes the full cycle of helping to select incoming students with the necessary strengths and commitment."

- Theresa Burkhardt

Why do you feel the practitioner-teacher model is successful? What unique perspectives do you think it brings to students?

My graduate program did not have this model, so it struck me as a stark comparison. In addition to learning the well-established published facts, procedures and policies, HSM students – through classwork, research and the internship – also are regularly learning from practitioners who are in the day-to-day business of health care, responding to daily issues and changes that arise. This helps students see theory in practice and also be a witness to how new theory and practice evolve. This emphasizes the need to be a life-long learner and also gives insight into the decision-making processes, problem solving, collaboration, planning and innovation.

What advice do you have for people regarding leadership?

Take the time to write down your personal vision and values statements, really thinking about what drives you, what you want to achieve and the strengths you bring. Revisit these often and find ways to align your leadership to them through your work, your personal efforts and community activities. I went through this exercise not too long ago as part of a course I was taking and I wish I had done it sooner in my career.



Theresa Burkhardt, left, with Samantha Kane ('18) and Tyler Feuz ('18) at the CHEF awards ceremony on Feb. 20. Samantha and Tyler both received the Health Studies Student Leadership Award.

PROGRAM NEWS

Faculty and Operations Update

At the start of this 2017-18 academic year, the Department of Health Systems Management began its first term under the new semester model. Ten classes in total were taught in the fall and, with a lot of collaboration, flexibility and hard work, this transition was largely a success.

Thank you to all our fall semester faculty: **Wayne Lerner, Kara Stubbins, Francis Fullam, Elizabeth Diebolt, Tom Webb, Rupa Sampath, Diane Howard, Arthi Susai, Stephanie Hollis, Rick Davis, Tom Cutting, Mantle McLane Rywant, Peter Butler, Meredith Neff, Joan Kurtenbach, Kelsey Lewis, Jud Vosburg, Jason Rosenberg, Samuel Siegfried, Justin Johnson, Anthony Del Rio, Tricia Johnson, Jeff Canar, Shital Shah and Chien-Ching Li.** We'd like to mention and

give special recognition to **Joan Kurtenbach** and **Tom Cutting**, who have been teaching as practitioners with HSM for well over five years in this capacity! We also want to wish **Arthi Susai** and **Rick Davis** the best of luck as they transition out of their practitioner roles with HSM.

Congratulations to **Angela Freeman**, who served as the administrative assistant in HSM for the past three years, on receiving her MPH this past spring and on her promotion to project manager, Building Healthier Urban Communities, with Rush University Medical Center. Her contributions to the department were endless and, while we will miss her, we are thrilled she remains within the Rush community! Please help us welcome Cassandra Tribitt as the new administrative assistant, who started in August 2017. She comes to us from the University of Kansas School of Nursing, where she most recently served as the senior coordinator, Curriculum. Congratulations to Angela and welcome Cassandra!



Angela Freeman



Cassandra Tribitt



WELCOME NEW FACULTY

Patricia Altman: unit director, Department of Emergency Medicine

Shaista Chatterji: department administrator, Surgery

Christopher Cheney ('16): senior consultant, Business Development

Clifford Cozzi: staff internal auditor, Internal Audit

Anthony Del Rio: senior regulatory counsel & associate general counsel, Legal Affairs

Elizabeth Diebolt: strategic sourcing manager, Supply Chain

Angela Freeman: project manager, Building Healthy Urban Communities

Matt Goldstein ('11): director of practice operations, RUMG

Benjamin Gonzalez ('17): business administrative associate, Department of Emergency Medicine, UI Health

Stephanie Hollis: manager, Recruitment

Kelsey Lewis: division administrator, Endocrinology & Metabolism

Ryan Nagdeman: associate vice president, Marketing & Communications

Alyssa Odenkirchen ('15): operations improvement specialist, Supply Chain

Allison Parker ('17): project manager, Rush University Children's Hospital

Mantle McLane Rywant ('17): analyst, Decision Support

Rupa Sampath: performance improvement consultant, Quality Improvement

David Smart ('17): division administrator, Infectious Diseases

Rachel Smith: program coordinator, Population Health & Aging

Casey Sparks: project manager, Cancer Center

Department and Student Update

The Department of Health Systems Management welcomed 29 new students this year, 25 full time and four part time. The cohort has 15 men and 14 women from 13 schools. They all entered their first-year internships in October 2017 and are securing summer internship positions. (Please refer to back cover for their class photo.)

THE GRADUATING CLASS OF 2018

The class of 2018 will graduate on April 28, 2018. Administrative fellowships have been secured at Sentara Health System, Cleveland Clinic, Froedtert/U of Wisconsin, U of Chicago Medicine and Beaumont Health. Students are also in the process of interviewing for consulting positions and other roles after graduation. These details will be included in upcoming publications.

Career Services Committee Highlights

The HSM Career Services Committee continues to host a variety of lunch and learns, site visits and various events for the HSM network. The goals of these programs center around professionalism, and a highlight of this past fall is the Fellowship Event that took place on September 21 at Northwestern Prentice Women's Hospital. The event welcomed 150 students representing 15 universities. There were 31 fellowship organizations in attendance and many were recruiting students. The students who traveled the longest distance came from Loma Linda University and University of Colorado-Denver. Cynthia Hahn, SVP at ACHE, and Gerald Glandon, president/CEO of AUPHA, were the keynote speakers, facilitated by Rupert Evans, ACHE Regent. Special thanks to Samantha Kane ('18) and Tyler Feuz ('18) for spending their summer working to coordinate the program!

Alumni Collaboration with Career Services Committee

The HSM program is greatly supported and enhanced by the many local businesses and alumni who remain involved. HSM has had a longstanding relationship with Navigant, and this has benefited our current students beyond measure. Navigant has continually been involved in the planning of many events here at Rush, including a lunch and learn, a site visit, and on-campus interviews to recruit students both for summer internships and post-graduation. Their influence also has extended into the curriculum, with **Kevin McCarthy** ('13) and **Brian Fisher** ('13) teaching a consulting elective course last spring and Kevin doing so again this spring. The strength of this relationship is made evident by the many alumni who pursue work at Navigant after graduation.



Students and alumni gathered at the fellowship event in September, hosted by the HSM Career Services Committee.

Paid Leave Documentary Screening and Discussion

Kaila Mitchell ('18) and Shelby Wallace ('18) hosted a screening of the documentary "Zero Weeks" on Jan. 17 in collaboration with the American Medical Women's Association (AMWA) and Rush's Women's Leadership Council. The film raises the issue of the lack of paid family leave policy in the US. The audience watched key excerpts from the film and then Kaila and Shelby led an engaging group discussion on the topic.

Holiday Spirit: A Time for Giving

In the spirit of the holiday season, the Student Governance & Professional board, along with the Health Systems Management department and students, participated in the Adopt-A-Family program at Rush, providing more than 80 gifts to two families in need. See the overflowing gifts from HSM!



Celebrating Master's Project Proposals

Pictured below: HSM students relax after a day of master's project proposals in November. Students presented their final projects on March 16.



RUSH CENTER FOR THE ADVANCEMENT OF HEALTHCARE VALUE

The Rush Center for the Advancement of Healthcare Value (CAHV) is dedicated to conducting innovative research that strengthens the knowledge base for transformational improvements in health care value.



Tricia Johnson, PhD

The mission of the Center for the Advancement of Healthcare Value is to be recognized globally as an innovator in research that prepares leaders for the future of health care. Our research focuses on improving quality and safety, efficiency and the patient experience – ultimately moving the needle on the value of health care.

The Business Case for Population Health

The biannual meeting of the Healthcare Anchor Network of the Democracy Collaborative was held at Malcolm X City College in December 2017. The Healthcare Anchor Network is a collaboration of more than 30 leading health care systems dedicated to improving community health and economic vitality by leveraging institutional assets, including hiring practices and career development, local purchasing, and local investing. **Shweta Ubhayakar** ('13) led local organization of the conference with the Democracy Collaborative. Rush's evolution as an anchor institution is featured in the Anchor Mission

Playbook, a "how-to" to help health care organizations get started on their journey to drive institutional alignment with community needs. The playbook can be downloaded at <https://democracycollaborative.org/content/anchor-mission-playbook>.

A key component of Rush's anchor mission is social impact investing in the West Side of Chicago. Under the leadership of HSM faculty members **Patricia O'Neil** and **Alex Wiggins**, Rush has committed to invest \$6 million over the next three years to revitalize neighborhoods in Rush's neighboring communities.

Optimizing the Patient Experience for Physicians and Patients

Francis Fullam co-led the Optimizing the Inpatient Experience for Physicians and Patients: The Power of Communication national conference at Rush in September 2017. The conference brought together inpatient providers and administrators from across the country to learn about best practices for improving communication from the interpersonal and operational perspectives. Highlights of the conference included keynote presentations by Thomas Lee, MD, chief medical officer of Press Ganey and professor at Harvard Medicine, who discussed the case for empathetic communication, and Katie Neuendorf, MD, medical director of Cleveland Clinic's Center for Excellence in Healthcare Communication, who discussed lessons learned from Cleveland Clinic's journey to improve communication. Shobha Rao, MD, 2016 recipient of the Irwin Press Patient Experience Award, described work to improve communications through the use of whiteboards in inpatient rooms here at Rush. Michael Drunasky ('17) evaluated the impact of the whiteboard initiative in his master's project last year. Conference presentations can be downloaded at 2017rupres.strikingly.com.



Rush University/Illinois Hospital Association Leadership Academy for Healthcare Transformation

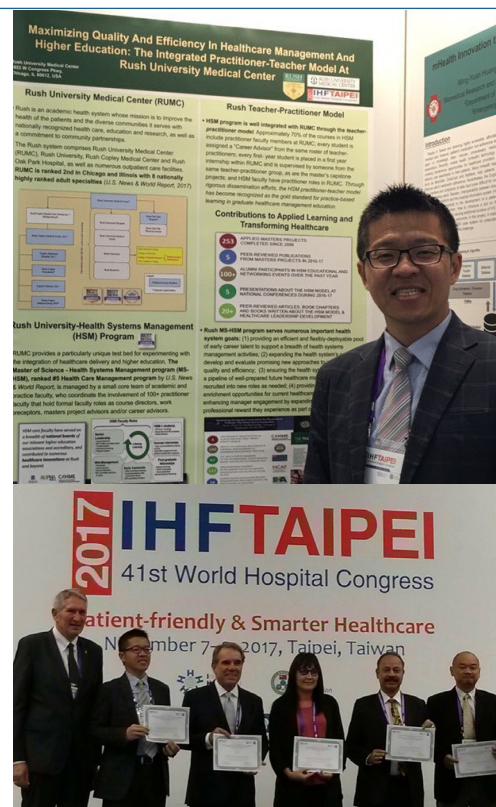
The third cohort of the Leadership Academy for Healthcare Transformation completed the program in December. The Leadership Academy, a collaboration between HSM and the Illinois Health and Hospital Association, was a 12-week program that included two in-person sessions and eight webinars that delved into the important competencies for emerging health care leaders. The program featured many HSM speakers, including **David Ansell**, **Theresa Burkhart**, **Peter Butler**, **Jeff Canar**, **Andy Garman**, **Robyn Golden**, **Tricia Johnson**, **Joan Kurtenbach**, **Ryan Nagdeman**, **Patricia O'Neil**, **Anthony Perry**, **Shital Shah**, **Ray Swisher**, **Amanda Tosto**, **Thomas Webb**, and HSM alum, **Stuart Miller** ('05). Twenty leaders from the Illinois area participated in this program.

The Rush Practitioner-Teacher Model Recognized at the International Hospital Federation 2017 World Congress

Rush University Medical Center was selected as a finalist for the International Hospital Federation's 2017 Excellence Award for Leadership and Management in Healthcare. The nomination highlighted the integration of the practitioner-teacher model at Rush and role of practitioner faculty in HSM. **Chien-Ching Li**, pictured at right, presented, "Maximizing Quality and Efficiency in Healthcare Management and Higher Education: The Integrated Practitioner-Teacher Model at Rush University Medical Center," and represented HSM at the award ceremony in Taipei, Taiwan, in November.

PRESENTATION HIGHLIGHTS

Joan Kurtenbach and **Andy Garman** were panelists at the 2017 Society for Healthcare Strategy and Market Development annual conference on career competencies and leadership development for health care strategists (September 2017, Orlando).



RECENT PUBLICATIONS

Brady JT, Ko B, **Hohmann SF** ('88), Crawshaw BP, Leinicke JA, Steele SR, Augestad KM, Delaney CP. Application of a simple, affordable quality metric tool to colorectal, upper gastrointestinal, hernia, and hepatobiliary surgery patients: the HARM score. *Surg Endosc*. 2017 Dec 27. [Epub ahead of print]

Crowe D ('15), **Garman AN**, **Li CC**, Helton J, Anderson MM, **Butler P**. Leadership development practices and hospital financial outcomes. *Health Serv Manage Res*. 2017;30(3):140-147.

Gottlieb M, Holladay D, Serici A, **Shah S**, Nakitende D. Comparison of color flow with standard ultrasound for the detection of endotracheal intubation. *Am J Emerg Med*. 2017 Nov 28. [epub ahead of print]

Johnson TJ, Jones A, Lulias C, **Perry A**. Practice innovation, health care utilization and costs in a network of federally qualified health centers and hospitals for Medicaid enrollees. *Population Health Management*. 2017; Jul 27. [epub ahead of print]

LaRue HA, Peksa GD, **Shah SC**. A Comparison of Insulin Doses for the Treatment of Hyperkalemia in Patients with Renal Insufficiency. *Pharmacotherapy*. 2017;37(12):1516-1522. doi: 10.1002/phar.2038.

Li CC, Matthews AK, Dong X. Examination of Chronic Smoking Behavior and Eligibility for Low-Dose Computed Tomography for Lung Cancer Screening Among Older Chinese Male Smokers. *J Gerontol A Biol Sci Med Sci*. 2017;72(suppl_1):S22-S25.

Li CC, Matthews AK, Dossaji M ('16), **Fullam F**. The Relationship of Patient-Provider Communication on Quality of Life among African-American and White Cancer Survivors. *J Health Commun*. 2017;22(7):584-592.

Patra K, Hamilton M, **Johnson TJ**, Green M, Dabrowski E, Meier PP, Patel AL. NICU human milk dose and 20-month neurodevelopmental outcome in very low birth weight infants. *Neonatology*. 2017;112(4):330-6.

Prochaska MT, **Hohmann SF** ('88), Modes M, Arora VM. Trends in Troponin-Only Testing for AMI in Academic Teaching Hospitals and the Impact of Choosing Wisely®. *J Hosp Med*. 2017;12(12):957-962.

THE NEXT GENERATION OF LEADERS

Student Spotlight - Making the Switch to Health Care Management

Read about four of HSM's first-year students – shown below with their first-year internship locations – who decided to try something new: **health care management**.



Dan Enger ('19),
Rush Supply Chain/Purchasing



Gwen Ledford ('19),
Rush University Medical
Group: Operations



Matt Ludwig ('19)
Rush University Medical
Group: Access



Tony Madison ('19)
Rush Patient Relations

What was your role/professional background prior to joining Rush?

Dan: Prior to enrolling at Rush, I worked as a certified perioperative nurse for 10 years in a number of settings, including an academic medical center, a community hospital and a variety of military medical facilities.

Gwen: After graduating from American University in Washington D.C., I spent two years working at a federally qualified health center (FQHC) in HIV research, and then two years at Northwestern University in digital health and behavioral medicine trials. I gained a variety of experiences ranging from clinical responsibilities (phlebotomy and health coaching) to operations (process improvement and technology implementation) to compliance (regulatory writing and audits).

Matt: I previously worked in sales for the Washington Nationals, and was a major gift fundraiser for Northwestern University prior to joining Rush.

Tony: Prior to enrolling in graduate school, I worked as a patient access specialist at Northwestern Memorial Hospital. This position provided me with the opportunity to collaborate with patients, administrators and physicians in improving patient access to primary and specialty care.

What inspired you to join the health care management profession? More specifically, why HSM?

Dan: I have always had a passion for helping others, which is why I became a nurse. I want to make an impact, not just at the bedside, but in my community as well. This has fueled my desire to now pursue health care management specifically. The MS-HSM degree will allow me to have that broader scope of impact and I was drawn to the HSM program due to its reputation, practitioner-teacher model and the inclusion of a master's project.

Gwen: As I was working, I found that the most exciting and rewarding aspects of my job related to systems thinking and addressed the health of a population. I chose HSM to gain the management, leadership and analytical skills to drive innovation in health care.

Matt: I wanted my day-to-day work to have a positive impact on the lives of others. Health care management was a perfect blend of my current skill set and the ability to help those in need. I chose the HSM program at Rush because I wanted to ensure that I could perform my future role(s) as well as possible. The hands-on learning opportunities and the ability to learn from those working in the industry truly stood out to me.

Tony: My passion to improve the delivery of care to low-income and minorities strengthened my decision to seek a career in health care management. Pursing a degree in Health Systems Management at Rush solidifies my passion, and was a perfect next step in my education.

Being in this program almost a year, what area is of most interest to you after graduation?

Dan: My internship has provided me opportunities to experience aspects of the health care system outside the clinical domain. Through these experiences I have developed an interest in associations. An association's ability to connect health systems to share clinical, operational and supply chain solutions can lead to improved outcomes on a large scale.

Gwen: I am interested in roles that drive innovation and thought leadership to improve population health such as consulting and entrepreneurship.

Matt: I think most people come into the program with similar goals in mind. The great thing about the HSM program is that we are allowed to pursue those interests immediately, and find career opportunities for which we were not previously aware. The areas of most interest to me after graduation are strategy and clinical operations.

Tony: My primary interests revolve around quality, experience and access. Ultimately, I would like to pursue an administrative fellowship after the program at a large integrated health system.

Community Building

The IMD Guest House is a temporary lodging for patients seeking care away from home. HSM sponsored a stir fry dinner for the IMD Guest House residents by volunteering to shop and cook a full meal on Feb. 22, 2018.



Case Competition Training

HSM students Jillian De Mik ('18), Blake Dobrich ('18), Zack Altizer ('18) and Kari Kosog ('19) helped to create a case competition course, which included two presentations, to assist students in preparing for case competitions. Thank you to Jillian for taking the lead on this initiative.



THE NATIONAL ASSOCIATION OF HEALTH SERVICES EXECUTIVES ANNUAL EVERETT V. FOX STUDENT CASE COMPETITION

Angad Ravanam ('19), Magdalena Popek ('19) and Benjamin Perkins ('19), pictured on cover (top left), participated in the 2017 NAHSE Case Competition in San Antonio, on Oct. 17 to 20. The event focused on Creating a Healthy America Together: Serving our Communities. Thirty teams competed. Special thanks to faculty advisor **Diane Howard** and student coach, Renata Costa ('18).

THE UNIVERSITY OF ALABAMA AT BIRMINGHAM HEALTH ADMINISTRATION CASE COMPETITION: SECOND PLACE!

Congratulations to Gwen Ledford ('19, captain), Katherine Koo ('19), and Ariann Ippensen ('19), pictured on cover (top right), who placed second in the UAB case competition Feb. 28 to March 2, 2018. Faculty advisors were **Shital Shah**, **Kristyn Raffaele** ('17) and **Renee Glanzman** ('13). Their topic was Operational Strategy for a Rural Community Hospital.

Upcoming case competitions:

The Ohio State University Association of Future Healthcare Executives First Year Healthcare Case Competition: April 6, 2018: Daniel Enger ('19), Aurelia Gillespie ('19) and Jaime Desantiago ('19). Second-year coaches: Zack Altizer ('18) and Dallas Dedman ('18). Faculty advisors: **Jeff Canar** and **Theresa Burkhart**.

The Cleveland Clinic Case Competition: April 12 to 13, 2018: Team 1: Taylor Rolder ('19, captain), Sydney Johnson ('19), Dane Johnson ('19) and Asaad Soudagar ('19); Team 2: Jordan Wirtz ('19, captain), Mitch Cooper ('19), Cyril Iskander ('19) and Michael Rizzo ('19); Team 3: Kari Kosog ('19, captain), Nick Garland ('19), Aaushi Ghelani ('19) and Angad Ravanam ('19). Faculty advisor: **Chien-Ching Li**.

OUTSTANDING SUPPORT

Giving to HSM

The following individuals and families made gifts to the Department of Health Systems Management between July 1, 2016, and June 30, 2017.

Ms. Anjali Asthana ('17)
Ms. Melinda J. Porter Barefoot
Ms. Sandra M. Barkley ('88)
Mrs. Anne L. Baum ('89)
Mr. Bradley S. Baum
Mrs. Paula Jo Belice ('89)
Caryn D. Bing, RPh, MS, FASHP ('83)
Ms. Sandie Bolina ('92)
Mrs. Jessica L. Butler*†
Mr. Peter W. Butler*†
Mr. Brett J. Caplan ('16)
Mrs. Elizabeth Blazek Chernik ('92)
James R. Clapp, MD*
Mrs. Janet H. Clapp*
Dolores G. Clement, PhD ('81)*
Mrs. Ellen F. Hoyer Cortopassi ('86)
Mr. Mario A. Cuartas ('17)
Mrs. Jennifer A. Draudt-Scully ('06)
Mrs. Dawn Nolan Duncan ('88)
Mr. Lawrence G. Duncan ('88)
Mr. Patrick Q. Dunn
Ms. Laura R. Enzbrenner
Mr. David C. Fielding
Mr. Francis A. Fullam*
Ms. Patricia K. Fullam*
Mrs. Julie A. Gagliardotto ('83)
Andrew N. Garman, PsyD*†
Daniel Gentry, PhD, MHA
Ms. Danielle Goetter ('17)
Mr. Matthew S. Goldstein ('11)
Mrs. Elizabeth Peirson Gornet ('85)
Mr. Rod Hart
Samuel F. Hohmann, PhD ('88)
Diane M. Howard, PhD, MPH
Mr. Majid Hussaini ('04)
Ms. Patricia Girzadas Hynes ('91)
Tricia J. Johnson, PhD*
Ms. Keshia P. Kimbrough ('05)
Mrs. Molly N. Kongtahworn
Mr. Nat Kongtahworn ('99)
Ms. Elizabeth K. Koszarek ('17)
Mary Katherine Krause, MS ('94)
Mr. Ronald C. Krause
Mr. Joseph Leigh ('17)
Mrs. Sandye Lerner*†
Wayne M. Lerner, DPH*†
Mr. Sam K. Mahmood ('17)
Mr. Robert M. McHugh ('15)
Mrs. Laura Clapp Nason*
Ms. Tam T. Nguyen ('06)
Melinda D. Noonan, DNP, RN, NEA-BC
Denise M. Oleske, PhD*
Emily Ornelas, DC
Dr. Joseph Ornelas III ('03)
Mr. John A. O'Toole ('17)
Ms. Allison Parker ('17)
Mr. Anay K. Patel ('09)
Ms. Ishani Patel ('17)
Mr. Frank S. Phillips
Marcia A. Phillips, RN, PhD ('97)
Ms. Kristyn Raffaele ('17)
Ms. Amy J. Salatich Rakoczy ('09)
Mr. John Ramirez*
Mr. Jordan Rothfeld ('17)
Tara L. Ruberg, MD
Ms. Mary E. Rybowskiak
Mr. Mantle M. Rywant ('17)
Mr. Zaid Saqri ('17)
Mr. Brian Scully
Shital C. Shah, PhD*
Mr. Gerald T. Shekleton*
Maureen E. Shekleton, PhD, RN, FAAN*
Ms. Alena M. Shelton ('17)
Mr. Richard T. Shirey
Mrs. Rosemary L. Shirey ('84)

Mr. Martin Sholder ('82)
Ms. Paulina Skowron ('17)
Mr. David Smart ('17)
Brian T. Smith, MHA
Mrs. Cheryl A. Smith
Mr. Luke J. Sullivan ('07)
Mr. Andrew Swiontoniowski ('10)*
Ms. Irka Tkaczuk ('86)
Ms. Erika A. Torres ('17)
Mr. Jack VanOverloop ('17)
Mr. Christopher D. Villa ('17)
Joyce Anne Wainio, MHA
Ms. Donna W. Weaver
Mr. Thomas A. Webb*
Mrs. Yuan Mei Weng
Ms. Deborah Whiston Garman*†
Ms. Taylor Winn ('17)
Daniel H. Winship, MD
Mrs. Jean A. Schmidt Winship ('91)
Mr. Jaymie S. Youngquist ('12)

The following corporations and foundations made gifts to the Department of Health Systems Management between July 1, 2016, and June 30, 2017.

Act For Wellness Ltd.
Cardinal Health Inc.*
Fidelity Charitable Gift Fund*†
Furst Group Foundation
Illinois Health and Hospital Association*
Perioperative Medical Educational NFP*†
Shekleton LLC*
The U.S. Charitable Gift Trust

* Contributions greater than \$1,000
† Members of the Anchor Cross Society

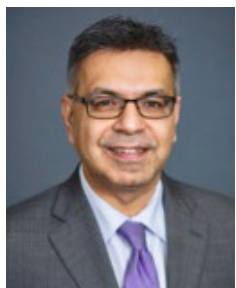
ALUMNI UPDATE

30 YEAR - In Memory of Nick and Mayur ('88)



The class of '88 is proud to feature two very special colleagues, Nick Michels and Mayur Patel, who are no longer with us. They had all the qualities you could wish for in your colleagues and friends and were bright, witty, genuine and innovators in their spaces. They both deeply touched our lives and will always be warmly remembered.

Six years ago, a group of Mayur's friends, colleagues, and family approached Rush about establishing a fund to keep his work and spirit alive within HSM. The class of '88 played a big role in making this fund a reality. Over the years this fund has helped students conduct fieldwork in regions of need as far away as Belize, and on topics as diverse as housing, hunger and sustainability. The fund also helps make the annual student-led TEDxRushU conference a reality, which is now in its sixth year.



20 YEAR - Praveen Thadani ('98)

Praveen Thadani is a seasoned health care executive with experience in public health, provider strategy

and operations, but with a strong emphasis on payer strategy, innovation, market development, technology and operations.

Prior to the HSM program and after completing his MPH, Praveen worked in public health at the Chicago Health Education Consortium. Upon completion of the HSM program, Praveen worked in provider operations and strategy consulting. During his tenure as a consultant, Praveen co-led the development of a patented interactive health insurance product, which soon led to him transitioning to the payer side with UnitedHealth Group. In his 12 years at United, Praveen had a variety of executive roles ranging from client management to alliances to integrations. In these roles, in addition to overseeing large complex relationships, Praveen also handled large system migrations and had operational and financial accountabilities.

To continue rounding out his experiences and applying the public health, provider and payer experiences, Praveen has spent the past four years at Humana addressing innovative network partnerships, new value-oriented programs, affordability initiatives, payment innovations, as well as innovations that integrate, simplify and coordinate health care to allow consumers to improve and maintain their well-being.

An article co-authored by Praveen has been published in the *Health Forum Journal*. Praveen resides in the western suburbs of Chicago with his wife, a physical therapist by profession, and two children, 15 and 12.



10 YEAR - Mike Tesfay ('08)

Upon graduation from HSM, Mike worked as a consultant with Navigant for 2.5 years. He transitioned to Sutter Physician

Services as a revenue cycle supervisor in his native California. However, Mike felt the need to find more fulfilling work, and in 2012 he was selected to join the United States Air Force (USAF) as a health care administrator.

Mike's first assignment was Goodfellow Air Force Base (AFB) in Texas where he led insurance and patient administration functions and later worked as the group practice manager, which focused on patient access and business goals. In 2015, he went to Eglin AFB in the Florida panhandle and led a medical logistics department overseeing the supply chain, equipment, facilities and contracts. He then became the hospital's CIO and was entrusted with protecting the network and laying the groundwork for a new electronic health record (EHR).

Mike deployed to Kuwait as the chief operating officer (COO) of a USAF hospital in 2016 and is currently deployed to an undisclosed location. On this deployment, he is part of a six-person special operations surgical team capable of providing surgical services at the battle lines, which greatly enhances survivability until evacuation.

Mike looks back on his time at Rush and is thankful for the variety of classes and work experiences. His career has spanned many distinct focus areas, so he draws on that experience to help him in his current roles. He encourages people to live with a sense of adventure and get out of comfort zones to find personal growth and, ultimately, fulfillment.

Department of Health Systems Management

1700 W. Van Buren St., Suite 126B
Chicago, IL 60612-3244



SAVE THE DATE:

HSM Graduation

April 28, 2018

Chicago Healthcare Innovation Summit

May 11, 2018; MATTER, Chicago

What Patients Say Conference

October 11 to 12, 2018

TEDxRushU Conference

October 25, 2018

INTRODUCING THE CLASS OF 2019



The Class of 2019, pictured above, along with their first-year internship locations.

Front row, left to right: Alejandra Perez, part-time; Jordan Wirtz, HR, operations; Taylor Rolder, emergency management; Alison Mah, IS; second row: Jaime DeSantiago, blood bank; Emily Jensen, part-time; Magdalena Popek, perioperative services; Kelsey Choi, IS; third row: Dane Johnson, perioperative services; Kari Kosog, quality; Angad Ravanam, College of Nursing; fourth row: Daniel Enger, supply chain; Mitch Cooper, emergency department; Tony Madison, patient relations; Auriela Gillespie, internal medicine; Cyril Iskander, Rush University Children's Hospital; fifth row: Johnathan Panos, strategic planning; Sydney Johnson, revenue cycle; Ariann Ippensen, population health and aging; Katherine Koo, community health; Luis Garcia, part-time; Aaushi Ghelani, perioperative services; Benjamin Perkins, population health; back row: Michael Rizzo, ENT; Gwen Ledford, RUMG, operations; Matt Ludwig, RUMG, access; Nicholas Garland, surgery; Kyle Norman, part-time; Asaad Soudagar, emergency department.

The Practitioner is published semiannually by the Department of Health Systems Management, Rush University, Chicago, Ill.
Publisher: Tricia Johnson; editors: Karen Clayton ('08), Michelle Murphy and Cassandra Tribitt.