

THE PRACTITIONER

WINTER/SPRING 2017

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"Of the many experiences that encompass graduate school, I've tried to distill them into three categories: grappling with opposing ideas, chasing questions and seeking mentorship... Remember that it's okay to **hold opposing thoughts** in mind and grapple with them; **chase hard questions** and don't settle for surface-level answers; and **seek mentorship** in Rush's rich intellectual community."

Chris Villa ('17), right, CHS Convocation, September 28, 2016



CHAIR'S REPORT

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I was early in my career when a mentor told me that rapid change has a way of shining a brighter light on the differences between those with talent versus those without. Those with talent find their careers accelerating while those without lag further behind. It may be an exaggeration to say that the direction of health care is at a tipping point, but I think we could all agree that there is a high degree of uncertainty, and change is likely to occur more quickly. Obamacare, as we know it, will change no matter what, if only to stabilize the marketplaces for another year or two. While our political

leaders sort through the solutions, I believe it has never been more important that we, as careerists in health care, help shape the future; embrace and be a part of new models of care and speak up in the political process itself. It can and will make a difference. We know the value of being both a teacher and practitioner. I believe that there is third leg to that stool—policy. If we can join education and practice with policy (including advocacy), we create a powerful triangle of influence on the future.

I will get off my soap box now, and pass along my thanks for all that you have done and are continuing to do to make HSM so successful. I have never been more proud and appreciative of the many ways our students, alumni and faculty have supported our work. Now that I have relinquished my operational role and spend my Rush time almost exclusively on education, I have an added perspective on how important and meaningful education impacts lives inside and outside of Rush. As Rush itself embraces its community partnerships more than ever before, I see our students and faculty participating and leading the efforts, whether they are close to home on the West Side or abroad as part of university-wide programs. Congratulations and thanks.

Although many of our activities and contributions are highlighted in detail elsewhere in this newsletter, I want to express my personal thanks to Brian Smith who has just left us after 12 years to lead the faculty practice plan at Mount Sinai in New York. Brian's new job is a great opportunity for him, but a big loss for the HSM program. Brian was an extremely effective teacher and a highly sought after mentor. He will be sorely missed.

Before you know it, spring will be upon us, and we will be saying goodbye to our second-year students. Behind them, we are gearing up to a transition from our quarter calendar to a semester calendar starting in the fall. We are ready, but it will be a change, for sure. But as I started this message, I would say that change represents opportunities for those who embrace it. We will do our very best to make sure it all goes smoothly.

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

STANDARDS FOR LEADERS

Faculty Spotlight – Steve Wightkin



Tell us about the career path that brought you to Rush and your current role here.

I started my professional career in social work, doing psychiatric crisis work in emergency departments, before moving over to software programming. The reason I ended up at Rush was somewhat random – I, along with a few hundred of my coworkers, were

laid off from a large consulting firm after the Y2K “crisis” had passed.

At that time, the market was pretty tight for my particular skill set so jobs were not easy to find. I remember I sent out hundreds of resumes but only received one positive response – that was from Rush. So I feel lucky to have landed here; I am now going on 15 years at Rush so it has obviously worked out for me.

I have worked in Information Services the whole time I have been here. I started as an analyst on the old clinical system and then moved into management while implementing Epic throughout the Medical Center. After we installed Epic at Rush Oak Park Hospital, an opportunity opened up to oversee our university, research and corporate systems as well as our infrastructure. This is the role I hold today.

How long have you been a course instructor in the HSM program and what can you tell us about the course you teach?

I have been teaching Health Informatics for seven years. My class focuses on how we turn raw data gathered from electronic systems into actual information and, at times, wisdom to help clinicians and managers make better decisions. I tell my students during the first class that it is not an IT class, but a course focused on giving them the tools to better understand and use the information they receive.

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

We rely heavily on practitioners in my class. I leverage Rush physicians, researchers and operational leaders to supplement the principles we cover in my class by having them discuss their own case studies with the students. This has been an invaluable approach as I want the students to have tangible, real-life examples of the concepts we cover. By reviewing the actual application of these principles by Rush leaders, the students gain a fuller appreciation of the content. I cannot imagine being able to provide this experience for the students only through readings.

“We rely heavily on practitioners in my class. I leverage Rush physicians, researchers and operational leaders to supplement the principles we cover in my class by having them discuss their own case studies with the students... I cannot imagine being able to provide this experience for the students only through readings.”
– Steve Wightkin

What is the value to the student or to Rush of offering HSM students jobs during their time here?

Nothing can replicate real-life experience, especially for some of these students who come straight from undergraduate programs and do not have significant work experience. Health care is a large and complex entity, so any exposure students receive to the actual day-to-day work is extremely valuable. Personally, I love having students working in my department. I have found them to be extremely bright and able – they have helped me many times with important projects to which they have been assigned.

Given the changing landscape of health care, how do you integrate real life strategies and reform into the classroom?

It can be a challenge given the speed of change in both technology and health care. What I find helpful is a willingness to adjust our course every year to make sure we stay relevant to the current challenges. Before the start of our class, we review the policy changes and technology trends to revise our syllabus for the term. Also, having experts contribute the course helps as well – they are always more up to speed on their particular area of expertise than I could ever be.

You are currently pursuing your PhD. What led to this decision and why did you choose Rush?

First, I love school and enjoy the challenge of being a student. Second, through my work with the University, I have a great interest in furthering my involvement with higher education, both as a faculty member as well as an administrator. The Rush PhD program in Health Sciences provides me an opportunity to accomplish both of these goals. I chose Rush for the flexibility of its program (it is fully online), but also for the diversity of its content. From teaching theory to research design to management and supervision, the program exposes me to many of the components of higher education, which should give me several career growth opportunities once I finish.

PROGRAM NEWS

Faculty and Operations Update

We have had a lot of exciting updates in the Department of Health Systems Management, largely due to our expanding and changing practitioner faculty. We'd like to welcome **Tracy Jendruczek**, who is serving as a course assistant with **Patti O'Neil** in Corporate Finance. A special thank you to **Alex Wiggins** for his time and efforts in the classroom.

Samuel Siegfried has joined HSM as a course assistant for Health Law and Healthcare Ethics, with **Drew McCormick**



and **Justin Johnson**. We are incredibly thankful for **Cathy Johnson** and **Carl Bergetz**, who have stepped down from their roles as course directors, both of whom have made valuable contributions in the classroom. **Marquis Foreman**, dean of the College of Nursing, has joined HSM as a preceptor, adding a new intern to his department. We'd like to welcome back **Sue Lawler** to HSM faculty as one of our career advisors. Recent HSM alumni, **Anooja Rangnekar** ('14) and **Vidya Chakravarthy** ('15) have also joined faculty. Anooja is now a course assistant to **Joan Kurtenbach** and **Traci D'Auguste** in HealthCare Planning & Marketing, and Vidya has also joined faculty as one of our preceptors. Welcome everyone!

FAREWELLS

We have had many successful practitioner-faculty members throughout the years that have contributed in invaluable ways and we wish the following the best in their future professional endeavors as they leave Rush. Good luck to: **Braden Mantei**, who worked with **Peter Butler** in our Health Policy course, is now business administrator for the Department of Neurosurgery at USF Health; **Fadi Hachem** ('14), who assisted **Rick Davis** in our Human Resources Management course, has accepted a position at George Washington Medical Faculty Associates in Washington, DC, as the patient access manager; **Jason Rosenberg** ('14), who participated in the admissions committee, co-taught Managerial Finance with **Judson Vosburg**, and acted as a preceptor, has joined Northwestern Medical Group as the program manager, Division of Immediate Care, Department of Emergency Medicine; **Latoya Artis-Daniels** ('06), who has been an active member of the HSMAA and the admissions committee, and **Michelle Hirschman**, who directed our well-received elective course in Practice Management, have both accepted positions at Northwestern Memorial Hospital.



Brian Smith, pictured above, will be moving back to his native New York, with a new position as senior vice president and chief operating officer of Mount Sinai Doctors Faculty Practice, and senior associate dean for Clinical Affairs for the Icahn School of Medicine at Mount Sinai. He spent 12 years at Rush, and was a top-rated instructor in HSM's Health Care Organization course, while contributing to the Career Services Committee and HSM in countless other ways. Good luck, Brian!

Department and Student Update

CLASS OF 2018 & BEYOND

We'd like to officially welcome the class of 2018 – 25 full-time students and two part-time students (18 women and nine men from 18 undergraduate schools) – who have begun their first year of coursework and internships, and are searching for summer employment. (Please refer to the page 12 for the 2018 class photo and list of internship sites.) The admissions cycle is well underway and the interview process has begun for the class of 2019. We look forward to presenting a group of rising health care leaders beginning next year in upcoming communications.

CLASS OF 2017

Our Class of 2017 has begun their employment search. Of the 25 full time students and two part-time students, 14 have currently found employment in the following areas and sites: fellowships at Froedtert Health/Medical College of Wisconsin, Mayo Clinic – Phoenix, Baylor Medicine, UCSD Health, University of Chicago Medicine, UI Health and University of Michigan Health System; consulting at Ernst & Young, Navigant and Sg2; hospital operations at UI Health and Rush University Medical Center; practice management at Midwest Orthopaedics at Rush; and insurance at HCSC/Blue Cross and Blue Shield of Illinois. As they complete their final presentations for their Master's Projects and get ready to embrace the workforce, we know this cohort will continue to be leaders in health care management.

Congratulations to Danielle Goetter ('17) who has been awarded the 2016/2017 MGMA/Bachrach Family Scholarship for Excellence in Healthcare Administration and is the 13th scholar granted this award. This award recognizes a graduate student with a strong academic background and whose career interest may lead to medical practice administration.

On February 28, Alena Shelton ('17), pictured at right with **Peter Butler**, was awarded the ACHE/CHEF Health Studies Student Leadership Award. Alena was nominated for her work within the career services committee with planning the ACHE CHEF fellowship program and maintaining academic honors. **Peter Butler** won the Career Achievement Award.



ACTIVITY UPDATES

CHEF Fellowship Program

The Chicago Healthcare Executives Forum and ACHE Fellowship Program took place on September 22, with more than 30 health care management sites participating in this event at Prentice Women's Hospital, which included interview rounds for fellowship positions for health care management students, many from HSM. A special thank you to **Diane Howard** and the Career Services Committee for helping to make this a success. HSM student Zack Altizer ('18), pictured at right, speaks to a fellow participant at the event.



NAHSE Case Competition

Congratulations to Brianna Solola ('17), Erika Torres ('17) and Renata Costa ('19), pictured on cover bottom right, who competed in the National Association of Health Services Executives (NAHSE) Annual Everett V. Fox Student Case Competition in Las Vegas this past October. Their topic focused on health policy, with "Team Rush" advancing to the finals. Thank you to **Diane Howard** as the faculty mentor and coach and to Mallory Nolen ('17) for her support and workshop presentation on the Medical Home Network.

UAB Case Competition

The University of Alabama at Birmingham (UAB) Health Administration Case Competition took place February 22-24, 2017. Danielle Goetter ('17), Joseph Leigh ('17), Kristyn Raffaele ('17) and Blake Dobrich ('18) competed this year with faculty support from **Shital Shah**, **Renee Glanzman** ('13), and **Robert Silverstein**. The team and some of their support are pictured at right.



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.

Shekleton-Clement Fund

Last year, the first research project conducted from this fund took place, and focused on an inter-disciplinary team from the College of Nursing and Health Systems Management to conduct fieldwork at a specific site. The launch of this project took place at the Scottish Home, with focus on the CNA retention rate at this assisted living care facility. Thank you to Brianna Solola ('17), Taylor Winn ('17), Janine Abels (GEM '16) and Shalonne Pryor (GEM '16) for their dedication and success to this. The second-year project is currently underway with a new team of four students.

Building Healthy Urban Communities: Developing a Strong Workforce Pipeline for Population Health

In January, Rush University Medical Center, University of Illinois at Chicago, and Cook County Health and Hospitals System, with support from Civic Consulting Alliance, co-convened a gathering of West Side stakeholders at Malcolm X College to gather initial feedback on a proposal to create the West Side Total Health Collaborative. Nearly 130 individuals representing close to 50 organizations attended. Among the organizations in attendance were West Side community-based organizations, citywide social service agencies, educational institutions, community health care networks, public sector agencies, national subject matter experts and foundations. Following an introduction by Malcolm X College President David Sanders, Rush University Medical Center CEO Larry Goodman outlined the challenges the West Side is currently facing and proposed the vision for the West Side Total Health Collaborative, a multi-sector, collaborative approach to build health and wellness in the eight West Side neighborhoods. By addressing the social determinants of health collectively, we could create a unified West Side voice to advocate for change, scale interventions that effectively address core challenges in these communities, and optimize impact by identifying natural opportunities to work more closely together, sharing common goals and evaluation metrics. Participants were enthusiastic and shared thoughtful feedback and ideas on how we can make this collaborative especially effective for West Side communities. A report incorporating participant feedback and next steps will be shared with meeting attendees in an attempt to move this forward successfully.



Welcome new fellows: Heide Cygan, DNP, RN, APHN-BC; Dominique Sighoko, PharmD, MPH, PhD (not pictured); Kathryn Swartwout, PhD, APN, FNP-BC; and Hale Thompson, PhD

Irwin Press Patient Experience Research Award

In 2015, the Irwin Press Patient Experience Award was created to allow a health care management student the opportunity to conduct fieldwork and research in patient experience. Michael Drunasky ('17) is completing an evaluation of Rush's "Whiteboard Initiative" with Shobha Rao, MD, her clinical team, **Francis Fullam**, **Irwin Press** and **Jeff Canar**. This project has brought together a patient-centered multidisciplinary health care team to enhance communication, keep patients informed and, more importantly, engage patients in their care. As a research assistant, Michael has been conducting surveys and working with this clinical team, and has been able to use this as part of his Master's Project in the HSM program.

PUBLICATIONS

HSM faculty members **Peter Butler**, **Andy Garman**, **Tricia Johnson**, **Jeff Canar**, **Shital Shah** and **Chien-Ching Li** published a chapter in *Evidence-Based Management in Healthcare: Principles, Cases, and Perspectives, Second Edition* entitled "An Academic Practice Partnership to Support Evidence-Based Management at Rush University Medical Center," which highlights the Master's Project and the learning process within our program. For more information about this chapter please go to this link: http://www.ache.org/pubs/Kovner_TOC.pdf

MASTERS PROJECT PRESENTATIONS

Twenty-nine student investigators presented the results of their final Master's Projects in March, spanning the continuum of health care management, practice and policy. After completion of the formal Master's Project course, many student investigators continue on with their projects and ultimately present and publish their work in peer-reviewed journals and national conferences.

Brett Caplan ('16) and faculty members **Peter Butler**, **Patti O'Neil**, **Alex Wiggins**, **Melissa Coverdale** and **Tricia Johnson** published "The Association between Provider-Sponsored Health Plans and Nonprofit Hospital Bond Ratings," in the *Journal of Healthcare Finance*. Kevin Lowe ('16) and Antonio Bianco, **Jeff Canar**, Karin Kasdorf, **Braden Mantei** and **Brian Smith** published "The Relationship between Work Relative Value Unit Awareness and Work Relative Value Unit Accumulation Among Physicians" in *The Journal of Medical Practice Management*. Julie (Johnson) Dean ('13) with Briana Jegier, **Anthony Perry**, Teri Sommerfeld and others published "Impact of a Centralized Inpatient Hospice Unit in an Academic Medical Center" in the *American Journal of Hospice and Palliative Care*.

Ishani Patel ('17) presented her Master's Project, "Return on Investment of International Patients to American Hospitals," at the Rush University Forum for Research and Clinical Investigation in March. Her research is in collaboration with **Andrew Garman**, **Samuel Hohmann** ('88), **Paola Cieslak**, and **Tricia Johnson**, along with Jarrett Fowler and Shabnam Daneshgar with the U.S. Cooperative for International Patient Programs. Walter Rosenberg ('16) presented his work, entitled "Bridge Model Impact on Health Care Utilization of Medicare Super-Utilizers," with **Robyn Golden** and **Chien-Ching Li** at the Gerontological Society of America Annual Scientific Meeting.

PRESENTATIONS

American Public Health Association Conference

In October, the American Public Health Association held its annual meeting in Denver, gathering more than 12,000 health professionals, researchers and policymakers to share best practices. **Chien-Ching Li**, **Robyn Golden**, Walter Rosenberg ('16) and **Shweta Ubhayakar** ('13) presented their work.

2016 International Society for Diseases Surveillance Annual Conference

Congratulations to our HSM faculty **Dino Rumoro**, **Shital Shah** and alumni that presented in Atlanta December 2016. Their presentations highlighted work on a validation approach for Zika virus, natural language processing for clinical quality measures reporting and influenza-like illness rates in health care settings.

Global Healthcare Policy and Management Forum

Andrew Garman and **Tricia Johnson** featured their research with the U.S. Cooperative for International Patient Programs at the Global Healthcare Policy and Management Forum in Seoul, South Korea, in October. The conference highlighted research on health care globalization and the role of the state. Garman discussed the roles and motivations of providers in the international market, and Johnson discussed the economic contribution of medical travelers to the U.S. economy.



THE NEXT GENERATION OF LEADERS

Student Spotlight - Building Leaders Beyond Rush



Ishani Patel ('17), left: Ishani is a second-year HSM student current working in HR operations. Ishani holds an interest in hospital and ambulatory operations. This past summer, she interned at the American College of Healthcare Executives (ACHE) in the executive office, directly reporting to the CEO and COO.



Hailey Mulliner ('17), right: Hailey is a second-year HSM student and she was a clinical research data analyst at Vizient for her summer internship, which she has continued throughout this academic year.



Jordan Rothfeld ('17), left: Jordan is a second-year student of the HSM program currently working as a fellow at John H. Stroger Hospital in business intelligence. He has accepted an administrative fellowship with Baylor Medicine in Texas upon graduation.



Kristyn Raffaele ('17), right: Kristyn is a second-year HSM student, currently working in the CCHHS finance department of John H. Stroger Hospital, reporting to the CFO of the health system. She worked in supply chain with Rush during her first year and in consulting over the summer at Eckroth Planning Group.

Tell us a little about your role and the type of work you performed.

Ishani: At ACHE, I was based out of the executive office, but I rotated throughout each department, such as operational excellence, finance, strategy, HR and communications. Throughout the summer, I had the opportunity to attend multiple site-visits to other associations such as BCBSA, AMA, AHA, Joint Commission, IHA and many more!

Hailey: My role in the company is very heavy with data analysis; I complete data requests for Vizient members. At first some of my role was getting more familiar with the databases used throughout the company such as the CDB, SAS (base and EG) and other online tools provided. I also had to become more familiar with ICD10 codes, HCPCS codes and any other hospital coding.

Jordan: In my position I work on developing reports and manipulating data to arm senior leaders with the tools necessary to make strategic decisions involving the future of the organization.

Kristyn: I have been able to work on high-level finance initiatives, including the implementation of a new enterprise resource planning system, a revenue cycle efficiency project, and defining specific goals and deliverables related to finance-owned strategic plan initiatives.

What is one way that this position has helped to develop you into a leader?

Kristyn: I attend CCHHS board meetings and have had the opportunity to witness how senior leadership and the board interact to make decisions and drive change within the organization. I also work closely with the CFO, allowing me to observe his leadership style.

Jordan: This position has opened my eyes to the importance of data to leaders in health care and has shown me that accurate information is one of the most crucial drivers of organizational change.

Hailey: I have a lot of independence on projects. As the leader of my own work, I have the responsibility to reach out to our members directly with questions. This has really allowed me to find my voice and speak very professionally with leaders of various academic medical centers across the US.

Ishani: Networking at site visits and conferences helps me build my "brand," meet mentors and build relationships within health care organizations across the country. I am still in communication with these individuals now, to assist with my job search and master's project, and to have a cup of coffee with at AHCE Congress this year.

How do you think this experience will help you in your future career?

Jordan: The patient population poses a challenge, but the dedication by the staff to ensure that patients receive the highest level of care and are greeted with a smile on their face has inspired me for the future.

Hailey: I have gained an abundance of analytic skills through this position and I have no doubt these skills will help me in my future because data is such a hot topic in health care right now. I have also had a lot of experience with big data due to the size of some of the AMCs with which I do work. Lastly this has helped me find my niche in health care, which would be my passion for data and how it can improve quality and processes in health systems.

Ishani: ACHE is the premier organization for health care administrators and I understand all of the services they have to offer to build strong leaders, which I know I will utilize for the remainder of my career. As a result of this experience, I now understand the collaboration between providers, payers and associations, and the impact they ultimately have on patient care.

Kristyn: It has been very helpful to work outside of an academic medical center and experience how other types of organizations with different patient populations operate. It has helped to provide me with a broader and more well-rounded understanding of the health care system.

How has networking assisted you in both this position and throughout the HSM program?

Kristyn: In general, networking has allowed me to explore different types of roles within health care to help identify what type of position I would like to pursue. My current role involves process improvement and the implementation of new initiatives, so networking has allowed me to speak with individuals across the organization to better understand their roles and departments, issues they are facing, and how to best approach solving those issues.

Hailey: I actually was able to get more information about the position at Vizient through networking. I also believe that networking has provided me the opportunity to be more personable and able to speak up in professional settings.

What is the biggest lesson you learned? What do you wish you knew in advance of going into this role?

Ishani: Health care is such a small industry, not only locally but nationally. It is important to continue building relationships and be careful not to burn any bridges. Mentors are willing to help you out as a student, so it is important to take advantage of your time at Rush. I wish I had understood the importance of networking earlier and had started heavily networking during my first year of Rush rather than waiting my second year.

Jordan: As I move forward in my career I will continue to question the data and use it to challenge me to better whichever organization I end up at next.

HSM Alumni at Blue Cross and Blue Shield of Illinois

Health Care Service Corporation/Blue Cross and Blue Shield of Illinois has been a partner with HSM over the years, helping to transform our students into who they are today through a variety of internship opportunities, full time positions and scheduled events within career services. HSM alumni working with the company include, left to right, Jenny Scherber ('15), sr. business consultant, Retail Market; Joanne Garcia ('01), senior director, Clinical Account Management; Joel Farran ('99), SVP, Strategy and Corporate Relations; Theresa Osunero ('13), cost of care strategy consultant; Cynthia Voegelé ('99), executive director, Corporate Communications; Amanda Joseph ('14), sr. cost of care strategy consultant; Amy Rakoczy ('09), divisional vice president, Service Delivery and Operations – Provider Servicing; and Allison Parker ('17), student intern; and, not pictured, Maritza Barajas ('08), manager, Communications; Travis Jacobsmeier ('05), director, Sales Strategy; and Nina Parikh ('13), strategy consultant, Retail Market.

"A strong knowledge of the health care system, business acumen and professionalism were skills I developed through the HSM program that benefited me substantially when beginning my career at HCSC. From the onset, I was prepared to be a self-starter, take risks, and successfully drive change within the organization." - Amanda Joseph ('14)



OUTSTANDING SUPPORT

Giving to HSM

The following individuals and families made gifts to the Department of Health Systems Management between July 1, 2015, and June 30, 2016.

Ms. Sandra M. Barkley ('88)
Mrs. Rhea Schwietering Begeman ('90)
Mrs. Jessica L. Butler
Mr. Peter W. Butler
James R. Clapp, MD
Mrs. Janet H. Clapp
Mrs. Laura A. Clapp
Mrs. Ellen F. Hoye Cortopassi ('86)
Mr. Thomas C. Cutting
Ms. Susan DeGregorio ('88)
Mrs. Jennifer A. Draudt-Scully ('06)
Mrs. Kimberly D. Duby-Zaidan ('96)
Mrs. Dawn Nolan Duncan ('88)
Mr. Lawrence G. Duncan ('88)
Mr. Patrick Q. Dunn
Ms. Laura R. Enzbrenner ('84)
Ms. Cheryl A. Evers
Mr. Joel Farran ('99)
Andrew N. Garman, PsyD
Daniel Gentry, PhD, MHA
Mr. Jason M. Girzadas ('94)
Mrs. Elizabeth Peirson Gornet ('85)
Mr. Kenneth Graves
Mr. Rod Hart
Samuel F. Hohmann, PhD ('88)
Ms. Vera J. Hubiak ('83)
Tricia J. Johnson, PhD
Mrs. Karen E. Joseph Kent ('90)
Ms. Keshia P. Kimbrough ('05)
Keith Y. Kohatsu, MD
Mrs. Molly N. Kongtahworn
Mr. Nat Kongtahworn ('99)
Mary Katherine Krause, MS ('94)

Mr. Ronald C. Krause
Mrs. Sandye Lerner
Wayne M. Lerner, DPH
Mrs. Sue Wu Marr ('97)
Mr. R. Andrew McCoy ('89)
Mr. Craig McCrohon
Mr. Robert M. McHugh ('15)
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Mr. Brian Scully
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Mrs. Cheryl A. Smith
Mr. John W. Steiner ('83)
Mrs. Regina A. Steiner
Mr. Andrew Swiontoniowski ('10)
Ms. Donna W. Weaver
Daniel H. Winship, MD
Mrs. Jean A. Schmidt Winship ('91)
Mr. Lonnie Yates ('14)

The following corporations and foundations made gifts to the Department of Health Systems Management between July 1, 2015, and June 30, 2016.

Act For Wellness Ltd.
Chajonkim LLC
ECG Management Consultants Inc.
Fidelity Charitable Gift Fund
Foundation of the American College of Healthcare Executives
Furst Group Foundation
Midwest Orthopaedics at Rush
P.S. Communications Inc.
Perioperative Medical Educational NFP
Stafford Communications Inc.
The U.S. Charitable Gift Trust

THE HSMAA SCHOLARSHIP AWARD

Every year, the Alumni Association presents a \$1,000 scholarship to a second-year HSM student to recognize and reward an individual who has demonstrated significant academic achievement and leadership ability. Congratulations to Allison Parker ('17), below, for receiving the 2016-2017 HSMAA Scholarship Award.



ALUMNI UPDATE



30 YEAR - Sue Monaghan ('87)

After 15 years in publishing, Susan's HSM training and six challenging but rewarding years working at Rush, Susan traveled to the

Ukraine with other Rush faculty and recognized the opportunity to combine a love of travel, an interest in other cultures, and the study of women's and children's health services in a compromised environment.

Bitten by the opportunity to work with the U.S. Government to influence health services, she took a job with the U.S. Agency for International Development (USAID) in Romania. From there, she moved onto a USAID assignment with the World Health Organization in Geneva, frequently traveling to African countries.

After two years, opportunity called again—this time into the ambitious U.S. President's Emergency Plan for AIDS Relief in Tanzania. She remained in that work until retiring in December 2011.

Six months to the day from retirement, she was on the plane to Pakistan to do interim work on health systems' strengthening and women's and children's health for one year. That was followed by interim work over two years at USAID/India, and then interim work at USAID/Cambodia for nine months in 2016.

Susan remains convinced that riding the wave of opportunity can lead to tremendous personal and professional growth. She considers herself immensely fortunate to have been prepared by the Rush HSM program through a strong foundation of health systems management education and a toolbox of skills. Now she has another international consultancy around the corner.

She hopes others will think about using their HSM training to pursue great opportunities and the sense of fulfillment in improving international health services.



20 YEAR - Sue Marr ('97)

Sue W. Marr is a strategically focused health care management consultant providing expertise in revenue cycle management,

financial analysis and planning, Medicare regulatory compliance, value-based payment models, and clinical integration.

After graduation, Sue joined Ernst & Young and subsequently Arthur Andersen as a health care consultant specialized in system implementation and revenue cycle redesign. The Big 5 experience facilitated Sue's transition into cost reporting reimbursement, focused in Medicare bad debt, DSH and GME/IME. She expanded a three-person department into a 35-person subsidiary company with an over 10 million dollar annual revenue, supporting providers in increasing interim Medicare settlements and reducing audit adjustments. It was important for Sue to help her clients navigate through financial forensic audits, achieve 98 percent audit success rate, and even more so to maintain sufficient operating funding after Hurricane Katrina.

Recently, Sue formed Salute Healthcare Solutions LLC with the mission to guide the shift from volume to value, fee-for-service to value-based care models. By bringing actionable, real-time reporting of quality scores, HCC/risk adjustment factor scores and cost data, complementing with proactive patient outreach, provider alerts and clinical documentation auditing/training, and harvesting data mining results, Salute helps providers to be ready for MACRA and thrive in managing ACOs, Medicare Advantage and other capitated populations.

Sue is leading the HFMA 2017 "Women in Leadership" Innovation Initiative, and spearheaded the partnership of Chicago chapters of HFMA, CHEF and HIMSS to co-sponsor a program that promotes female health care executives' professional growth and leadership.



10 YEAR - Luke Sullivan ('07)

After graduating from HSM, Luke went to the University of Chicago Medical Center (UCMC) where he was a senior operations

manager in the Department of Surgery. During his three and a half years at UCMC, Luke was the administrative lead for the Section of Cardiac & Thoracic Surgery and took on some additional responsibilities within Perioperative Services related to surgical products and equipment. In this role, Luke worked with individuals across the medical center to advance the program, making significant progress in the three years that he was there. When he left, the Section was a Top 25 Heart and Heart Surgery program in USNWR and they were one of 70 centers nationally to be a JCAHO accredited Disease Specific Certification for Destination Therapy Ventricular Assist Device therapy.

After completing his MBA, Luke was introduced by a fellow HSM alum to Kaufman Hall — a Chicago-based consulting firm specializing in health care strategy and finance. Luke joined the growing firm and rose to vice president during his tenure there. After five years at Kaufman Hall, Luke took the opportunity to return to central Illinois — where he grew up — and accepted a position within the Carle Health System. Luke is now the director of the Carle Neuroscience Institute — one of four institutes at Carle. Luke stays busy managing the demands that come through a combination of day-to-day operational challenges and a strategic vision of being the regional leader for neurosciences.

As Luke reflects on his career thus far, he offered up a couple of things for students to consider. First, challenge yourself. One mentor said that you cannot expand your capacity operating within your comfort zone. Get a little uncomfortable from time to time and allow yourself to grow. Secondly, do not underestimate the strength of your professional relationships and the importance of them in your career.

Department of Health Systems Management

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SAVE THE DATE:

TEDxRushU
Event: April 22,
2017: "Ready
for Anything"

TEDxRushU will be holding its fifth annual TEDx event on April 22, 2017. This year's event will include performances and speakers who will share ideas worth spreading centered around the theme of "Ready for Anything."

For more information visit <http://tedxrushu.strikingly.com>.



INTRODUCING THE CLASS OF 2018



The Class of 2018, picture above, along with their first-year internship locations.

Bottom row, left to right: **Siddarth D'Mello-Kamath**: Human Resources, Talent Management; **Shanna Koickal**: Clinical Engineering; **Henna Yaqub**: Quality; **Sruthi Doniparthi**: Emergency Department; **Dallas Dedman**: Supply Chain; second row: **Tyler Feuz**: Finance; **Annie Huang**: Part-time; third row: **Dior Chasanov**: Perioperative Services; **Madeline Thompson**: Perioperative Services; **Justine Humber**: Part-time; **Kaila Mitchell**: Revenue Cycle; **Carli Schlaker**: Patient Experience; **Samantha Kane**: Strategic Planning, Outreach/Business Development; **Heather Watson**: Emergency Management; fourth row: **Lindsey Kovac**: RUMG Administration/Primary Care; **Shelby Wallace**: Population Health; **Jillian De Mik**: Faculty Recruitment; **Girolama Camastra**: Internal Medical/Hospitalist Ops; **Linnea Karlson**: Health and Aging; **Alicia Foren**: Perioperative Services; **Aayush Mittal**: Cancer Center; top row: **Benjamin Wetzker**: Information Services; **Zack Altizer**: BMT; **Govinder Gill**: ERP; **Nathan Fullmer**: College of Nursing; **Blake Dobrich**: Rush University Children's Hospital; **Jad Bahhur**: Department of Internal Medicine.

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