

THE PRACTITIONER

Summer/Fall 2019

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Spreading Rush Excellence

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The Practitioner is published semiannually by the Department of Health Systems Management, Rush University, Chicago, Ill.

Chair's Report



The healthcare landscape across the country continues to change as does our own leadership landscape within Rush. Since my last letter to you, Ranga Krishnan and Omar Lateef have been appointed as CEO of the Rush System for Health and Rush University Medical Center respectively. These appointments are in addition to welcoming earlier this year a new President of Rush University, Sherine Gabriel. Changes in leadership come with uncertainty but with opportunities as well for those poised to contribute. I find that as Rush continues to fine tune implementation of its strategy, the Department of Health Systems Management gets noted more than ever as a pivotal piece of a future dependent on solutions focused on the community, inter-professional collaboration, and technology to harness data and connections never thought imaginable. Our teacher practitioner model will evolve but still differentiate us in the market. It is an exciting time.

While our strategic options to expand and diversify are continuing, we have retained our high ranking in US News and World Report and get recognized regularly for our successes in other ways. In March we received the CAHME Canon Solutions American Award for Sustainability in Healthcare Education and Practice. Special thanks and congratulations go to Christopher Nolan and Shweta Ubhayakar for their efforts to make it all happen. CAHME has three national awards, and we are now the only program to be the winner of all three. It is quite a tribute.

We did make it through another academic year and sent 26 new grads off in late April with their proudly received degrees. Diane Howard helps us make sure that the first job is secured by the end of the summer following graduation. I am pleased to report that we have succeeded again. We have all but one placed as of this writing with active interviewing continuing.

As we ready ourselves to welcome the next class this fall, we are also readying ourselves for a year highlighted by CAHME accreditation. It takes work, but can be rewarding and does help us make the case for what we do and how the program can continue to meet what our students and future employers need. We say so often that we are a unique profession, one that highlights healthcare that happens to be a business rather than a business that happens to be healthcare. That distinction keeps us grounded, focused, and inspired to do very special things. Congratulations to all of you on being such an important part of providing healthcare (and health) to so many.

Peter W. Butler

MHSA, chairperson

Department of Health Systems Management

Program News

Rush University Leadership Updates

Larry Goodman retired from his position of CEO this past June 2019. Goodman's roles will be assumed by two accomplished leaders.

Dr. Ranga Krishnan, dean of Rush Medical College and senior vice president of the Medical Center, is now CEO of the Rush University System for Health. **Dr. Omar Lateef**, previously chief medical officer for the System and the Medical Center, and senior vice president of medical affairs for the Medical Center, is the new CEO of Rush University Medical Center.

Dr. Sherine Gabriel has been hired as the new Rush University President. Gabriel succeeded Goodman as Rush University's president, a position he held, along with his CEO role, since 2002. Last year, the Rush Board of Trustees separated the role of University president from the Medical Center CEO into two distinct positions. They made this change in recognition of the complexities and the opportunities associated with operating and managing a new, growing health system and a thriving health sciences university.

CAHME Award

The Department of Health Systems Management, is proud to announce that we received the 2019 CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice. The Rush program was recognized for its expansive view of sustainability that includes diversity, environmental impact, and community involvement. HSM is also the only CAHME accredited program to win all 3 awards. Thank you to HSM staff, faculty students and alumni who made this possible. Special thank you to **Christopher Nolan** and **Shweta Ubhayakar** (13) for their contributions to this award.



Save the Dates

September 26, 2019

**Healthcare Administrative Fellowships:
Advancing the Next Generation Leader
Rush University Medical Center**

October 2, 2019

**Consulting, Insurance, and Association:
Careers in the New Growth Industry
Northwestern Prentice Women's Hospital**



Graduation Season

On April 15th, the Department celebrated the class of 2019 at their annual student graduation dinner held at Park Tavern, with 26 graduates. This was followed by the commencement ceremony held on April 27th at the UIC Pavilion, with keynote speaker and new University President, Sherine Gabriel. The department hosted a brunch on commencement morning to celebrate with family and friends. See more about the graduating class on page 8.

The following awards were presented:

Faculty awards: Excellence in Teaching: **Andy Garman, Tricia Johnson**; Bruce C. Campbell Award: **Wayne Lerner, Steve Wightkin**; Commencement Hooder Award: **Diane Howard**.

Student awards: Outstanding Student Award: Mary Katherine Wainwright; Dean's Award: Daniel Enger, Michael Rizzo, Taylor Rolder, Ariann Ippensen, Mary Katherine Wainwright, Kari Kosog, Gwen Ledford, Jordan Wirtz. Master's Project Alumni Award: Kari Kosog and Mary Katherine Wainwright. College of Health Sciences – Graduate Award for Diversity Leadership: Katherine Koo.

Student Programming

Healthcare Administrative Fellowship Program: On September 20, 2018, 31 fellowship sites participated in a speed interview and networking event, organized by the HSM Career Services Committee, in conjunction with ACHE/CHEF. Over 140 registrants/MHA students attended from various schools around the Midwest. Deborah Bowen, FACHE, CAE acted as the keynote speaker, which was facilitated by University of Iowa student Matthew Jerome. Thank you to: Cyril Iskander (19), Taylor Rolder (19), Jordan Wirtz (19), Tony Madison (19) and Kari Kosog (19), with guidance from **Diane Howard**.

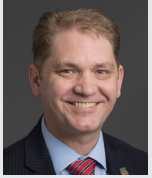
Outside of this event, over the academic year the Career Services Committee hosted a total of 24 events through a variety of lunch and learns and site visits. Other student events included Semester Town Halls and a Case Competition training led by the Student Governance & Professional Board.



Maggie Popek (19), Lisa Shenouda (21), Alexis Artman (20), Quintin Kelley (20), Tony Madison (19), Brock Jarnagin (20), Jeremy Marks (20): Site Visit at the Jesse Brown VA Medical Center.

Faculty Updates

Welcome Dr. Jason Turner



as the new Associate Dean of the College of Health Sciences and associate professor within Health Systems Management.

New Faculty 2018-2019

Zack Altizer
Eric Alvarez
John Andrews
Cynthia Barginere
Rhea Begeman
Scott Blanchard
Brett Caplan
Abby Draper
Dennis Erwin
Deborah Gardiner
Joseph Leigh
Kristyn Raffaele
Steven Rothschild
Paulina Skowron
Micah Tesdall
Jack VanOverloop
Kate Webster
Joel Worthington

Faculty Promotions

Assistant Professor

Anthony DelRio

Assistant Professor

Justin Johnson

Associate Professor

Chien-Ching Li

Instructor

Shweta Ubhayakar

Faculty Awards

CHS Excellence in Teaching Award

Steve Wightkin (06)

Academy of Management - HCMD

Andy Garman

ACHE/CHEF Young Healthcare

Executive Award

Christopher Nolan

NCHL Distinguished Service Award

Peter Butler

Courses

Thank you to the following Fall 2018 Semester Teaching Faculty:

- **Health Care Organization and the Patient Experience of Care:** Wayne Lerner, Kara Stubbins, Francis Fullam, Teresa Torres
- **Human Resources Management:** Alita Tucker, Nicole Gilson
- **Professional Seminar:** Diane Howard, Danielle Chimienti, Stephanie Hollis
- **Health Care Corporate Finance:** Tom Cutting, Tracy Jendruczek, Cliff Cozzi
- **HSM Internship: Data Management:** Amanda Tosto, Tom Webb
- **Health Care Marketing & Planning:** Joan Kurtenbach, Kelsey Lewis
- **Managerial Finance & Seminar:** Jud Vosburg, Jason Rosenberg, Allison Parker
- **Health Care Law & Ethics:** Justin Johnson, Samuel Siegfried, Anthony DelRio
- **Health Policy:** Peter Butler, Meredith Neff
- **Masters Project I:** Tricia Johnson, Chien-Ching Li, Jeff Canar, Shital Shah

Thank you to the following Spring 2019 Semester Teaching Faculty:

- **Health Informatics:** Steve Wightkin, Larry Blackburn, Laura Leahy
- **Health Care Economics and Payment Systems:** Tricia Johnson, Jason Turner, Renee Glanzman, Jack VanOverloop
- **Statistics in Health Care:** Chien-Ching Li, Jeff Canar, Sharon Foley
- **Quality, Safety & Operational Improvement in Healthcare:** Shital Shah, Steve Meurer, Chet Brauer
- **Masters Project II:** Tricia Johnson, Chien-Ching Li, Jeff Canar, Shital Shah
- **Organizational Analysis and Change, Leadership, and Lifelong Learning:** Andy Garman, Casey Brackett
- **Managerial Epidemiology:** Jeff Canar, Angela Freeman
- **HSM Capstone: Strategic Management of Health Care Organizations:** Diane Howard, Michael Dandorph, Cynthia Barginere

Elective Highlights: The Department of Health Systems Management continues to host Electives in the spring semester, some of which are inter-professional: open to students in other programs, and to employees. Eight students outside of HSM in total registered, which is an initiative the department will grow and continue!

Elective Topics this spring:

- **Lean Six Sigma in Healthcare:** Phil Shaw, Tom Webb
- **Managing Diversity:** Joyce Anne Wainio, Kate Webster
- **Masters Project III: Writing for Publication:** Tricia Johnson, Shital Shah, Chien-Ching Li, Jeff Canar
- **Practice Management:** Michelle Hirschman, Sara Turley
- **Consulting:** Kevin McCarthy, Brett Caplan
- **Health Equity and New Models of Care:** Christopher Nolan, Shweta Ubhayakar, Abby Draper
- **Introduction to Human-Centered Design (NEW TOPIC):** Joel Worthington, Zack Altizer



Cynthia Barginere



Cynthia Barginere

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

I am a nurse by training. I went to the University of Alabama and graduated as an RN in 1984 and soon after, moved to Detroit where I started my first manager role in 1988 as Unit Leader for a Cardiac Stepdown Unit. It was my very first opportunity to lead a team and I realized that was my calling.

To try to create an environment

that allowed nurses to feel empowered and engaged to do their very best work for the patients they serve. I have served in many leadership roles since that inaugural position and I have learned a lot more about leadership and serving others so that they can serve our patients and families. I spent a great deal of my time in leadership at The University of Alabama in multiple leadership roles and was the Chief Nursing Officer for four years of my tenure there. I was grateful to have the opportunity to lead an amazing group of nurses to their second Magnet designation as their CNO. I then moved to Baptist Medical Center South in Montgomery Alabama. This is the hospital of my childhood. All of my care was received at this facility as was my family. My father served as an orderly in this organization and it is where he was able to exercise his own love for caring for others. It is was that love of caring that made him decide that I would be a nurse so it was my honor to serve that organization and my family and community as their CNO and Chief Operating Officer. After serving there for 5 years, I was fortunate enough to be selected as CNO at Rush. Rush has had a role in my career since my first leadership role. I had studied Rush and its Nursing Legacy for years, working to try and emulate the shared governance and nurse empowerment that was so strong in this organization. I served as the CNO for 4 years and again had the opportunity to support an amazing nursing team to Magnet re-designation for their 4th time.

In 2015, I was promoted to Chief Operating Officer for Rush University Hospital and just this past June, I took on the role of Chief Transformation Officer for our System. This is another opportunity to make a difference in the lives of many and I am grateful and looking forward to the new adventure.

How does your current role impact the student experience, both in the classroom as an instructor and as an advisor?

Another reason I love Rush is because the teacher/practitioner model is so strong here. As CNO, I also served as the Associate

Dean of the College of Nursing and enjoyed a culture of collaboration across the enterprise among the practice and academic team members. We worked on multiple projects together to ensure student development and staff development, best practices development and deployment and involvement in research activities. I continue to be involved in our Health Systems Management program and work to ensure our students have a great learning environment that prepares them to do their best work as clinicians and researchers. I love my role as mentor to students. I have served as mentor to DNP students and continue to also serve as mentor to our HSM students. I have a lot of experience and had a lot of success in my career. I have also made a lot of mistakes. Both of are great opportunities for new leaders to learn from. I enjoy sharing those experiences and learning from them and getting their perspective. I also began this last semester spending more time in the classroom, which I have really enjoyed. There is no limit to how involved you can become at Rush in the classroom and the operations/clinical environment. There is so much to learn, and everyone is committed to providing an amazing experience for students.

Why do you feel the teacher-practitioner model is successful?

I can give you the perspective of someone who spends most of her time on the “practice” side of that model. I believe the teacher-practitioner model is successful because of the mutual benefit it provides. As a teacher, you gain the opportunity to feel you are giving to the next generation, but their eagerness, energy and intellect help you to see the world, your world, through new lenses and give you a new and improved perspective on your own work. This absolutely makes you a better leader. I love leading in the academic environment. Continuous learning is an expectation and it is encouraged. As you teach, you are being taught. It is a mutually beneficial model and very rewarding as a servant leader.

As a Rush leader, how do you observe Rush’s model of excellence in the MS-HSM Program and for our students entering the workforce?

I am always impressed with our students. We have so much opportunity to be engaged with them and see how they work and influence their engagement in the work environment. It is really a gift to see them take full advantage of the access they have either through projects during their course work or internships or part time work. They are a part of the fabric of Rush. Department leaders clamor for them and utilize them to help improve the work environment and processes across the organization. It is particularly exciting when they become a permanent member of the organization and you see them grow and develop their leadership skills and get promoted and excel in this environment and outside our organization. It makes us all very proud.

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.

Hospitals as Community Anchors

Andrew Garman and **Shweta Ubhayakar** (13) presented at the World Hospital Federation's World Congress, held in October 2018 in Brisbane, Australia. Their presentation, "Hospitals as community anchors: Maximizing impact by aligning operating expenditures with community health and vitality goals" highlighted work that Rush has undertaken on the West Side of Chicago.

Health Policy Series

Rush University Continuing & Professional Studies has engaged former Rush University Medical Center President, **Peter Butler**, MHSA, professor and chairperson of the Department of Health Systems Management, and Janice Phillips, RN, PhD, CENP, FAAN, Director of Nursing Research and Health Equity and Associate Professor of Nursing to teach an innovative lunch-and-learn series, which began May 1, 2019. During the class attendees delve into U.S. health policy today.

Annual ACHE Congress

At the annual ACHE Congress this past March, **Andrew Garman** led a session on enhancing organizational effectiveness and capacity through leadership. Rich Bajner (06), **Mary Katherine Krause** (94) and **Andrew Garman** presented at the "Explore Health Careers" session, where they highlighted different career options and discussed how postgraduate fellowships can accelerate career growth.



HSM Faculty Authors Book: The Confident Patient

Wendy Benson authored *The Confident Patient*, which launched June 2019. *The Confident Patient* is based on the experiences we have had with thousands of patients over the years and includes expertise and insight from numerous medical professionals.

Rush receives BOLD High Performer Award

Rush accepted NCHL's BOLD High Performer Award. NCHL is the National Center for Healthcare Leadership. BOLD — Best Organizations for Leadership Development — recognizes health systems that are leading the field in preparing leaders for better health outcomes for all. This was awarded due to work in: Developing for Diversity and Inclusion and in Identifying and Developing High-Potentials, using a comprehensive survey of evidence-based leadership development practices.



Michael Dandorph, Alita Tucker, Sue Lawler and Manish Shah

Dissemination of Master's Projects

We continue to be successful in disseminating work from the Master's Projects, with five projects published in the past year.

Zack Altizer (18), **Jeff Canar**, Dave Redmske, **Francis Fullam** and **Mike Lamont** published, "Utilization of a standardized post-occupancy evaluation to assess the guiding principles of a major academic medical center." In this case study, Altizer and colleagues conducted a Health Design Post-Occupancy Evaluation and compared results with the guiding principles developed for Rush during the Tower design.

Health Environment and Research Journal. 2019;12(3):168-78.

Anjali Asthana (17) worked with **Chien-Ching Li**, Alicia Matthews and Raj Shah to publish, "The impact of neighborhood disadvantage on health-related quality of life among African American and White cancer survivors." Using a neighborhood disadvantage index that included prevalence of poverty, mother-only households, home ownership and college educated individuals living in the area, the research team found that cancer patients living in more disadvantaged areas had worse physical health-related quality of life, but not mental health-related quality of life.

Translational Cancer Research. 2019; <http://dx.doi.org/10.21037/tcr.2019.05.30>.

McLane Rwyant (17) worked with **Chien-Ching Li**, Alicia Matthews, Emily Hallgren and Raj Shah to publish, "Racial disparities in eligibility for low-dose computed tomography lung cancer screening among older adults with a history of smoking." The research team found a significant disparity in eligibility for low-dose computed tomography lung cancer screening for African American smokers.

Cancer Causes & Control. 2019;30(3):235-40.

Ishani Patel (17), **Tricia Johnson**, **Andrew Garman**, **Samuel Hohmann** (88), **Paola Pescara**, Shabnam Daneshgar and Jarrett Fowler published their study, "The return on investment from international patient programs in American hospitals." Using data from a sample of US hospitals with international patient programs, the authors examined the economic investments in international patient programs and the return of investment of international patients.

International Journal of Healthcare and Pharmaceutical Marketing. 2019;13(2):171-82.

Michael Drunasky (17), **Jeff Canar**, **Irwin Press**, Shobha Rao and **Francis Fullam** published a case study that evaluated patient satisfaction after implementing an intervention to increase the use of whiteboards in the inpatient units at Rush. Rao received the Irwin Press Patient Experience Research Award, which funded Drunasky's time on the project.

Beryl Institute Case Study. 2019; <https://www.theberylinstitute.org/page/CASE11182>.

Additionally, four master's projects were presented at the AcademyHealth 2019 Annual Research Meeting in June, held in Washington DC:

Girolama Camastra (18), **Samuel Hohmann** (88), Valerie Kalinowski, **Shaun Cooper** (02) and **Tricia Johnson**. "Impact of pediatric hospital acquired sepsis on readmission."

Renata Costa (18), **Samuel Hohmann** (88), **Steven Meurer**, **Shital Shah**, Nicholas Osteraas and Rajeev Garg. "Changes in characteristics of hypertensive intracerebral hemorrhage patients associated with the implementation of the Affordable Care Act."

Shanna Koickal S (18), **Samuel Hohmann** (88), Valerie Kalinowski, **Shaun Cooper** (02) and **Tricia Johnson**. "Predictors of hospital-acquired pediatric sepsis."

Lindsey Kovac (18), **Jeff Canar**, **Samuel Hohmann** (88) and Sharon Foley. The impact of malnutrition coding on hospital reimbursement.

MS-HSM Career Profile At-a-Glance



Class of 2019
 Bottom row, l to r: Dane Johnson, Katherine Koo, Ariann Ippensen, Cyril Iskander, Aurelia Gillespie, Kari Kosog, Jordan Wirtz, Aaushi Ghelani, Jaime DeSantiago. Middle row, center l to r: Alison Mah, Mary Katherine Wainwright, Taylor Rolder, Kelsey Choi. Top row l to r: Daniel Enger, Mitch Cooper, Sydney Johnson, Jonathan Panos, Michael Rizzo, Nicholas Garland, Matthew Ludwig, Asaad Soudagar, Gwen Ledford, Angad Ravanam, Maggie Popek, Tony Madison. (Not pictured: Benjamin Perkins)

Where are they now?

Class of 2019 Job Sites



- Rush Oakbrook Surgi-Center
- Rush University Medical Center
- Vanderbilt Medical Center
- Navigant Consulting
- Mercy Hospital
- Centers for Medicare & Medicaid Services
- ZS Associates
- The University of Illinois Hospital & Health Sciences System (UI Health)
- ECG Management Consultants
- Ann & Robert H. Lurie Children's Hospital of Chicago
- Beaumont Health
- Northwestern Medicine
- Habitnu
- Blue Cross Blue Shield of Illinois
- Belmont Village Senior Living
- Kaufmann Hall
- University of Chicago Medicine

90

days after graduation



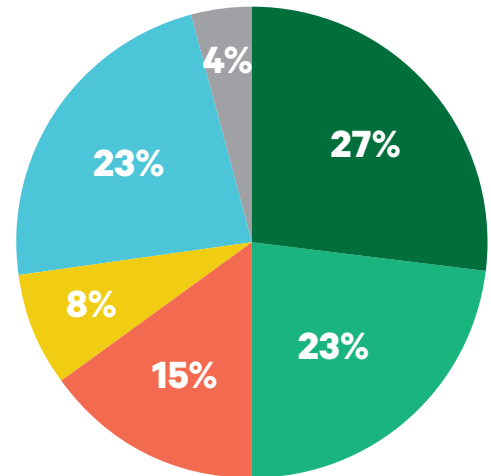
96%

full-time students have secured employment.



Where are they now?

Class of 2019 Employment by Sector



- Consulting
- Insurance
- Fellowships
- Other
- Hospital/Practice Operations
- Still looking

Class of 2020



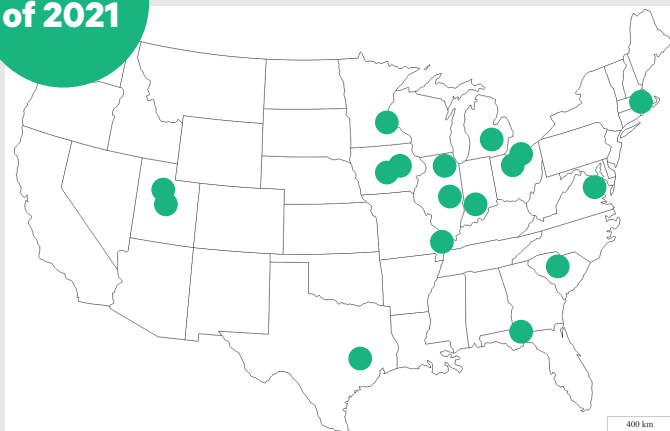
Bottom row, l to r: Taylor Hirsch, Karolina Marczewski, Julie Ann Panasik, Paige Doran, Jeeva Varghese, Lisa Shenouda, Jessica Wong, Erin Tomic, Natalie Landfair. Top row l to r: Dhara Patel, Melanie Marzullo, Noor Shakeel, Cydney Morris, Amber Ali, Jonathan Balthazar, Alexis Artman, Jeff McGrath, Nikola Yerkan, Jeremy Marks, Brock Jarnagin, Taylor Janneck, Quintin Kelley, Jennifer Okocha, Ryan Henricks, Alex Henderson, Danielle Houpy, Olivia Velasquez, Madison Kireta.

Summer Employment: Class of 2020

Amber Ali- Midwest Orthopaedics at Rush	Danielle Houpy- Perioperative Services at Rush	Melanie Marzullo- Sg2/Vizient	Lisa Shenouda- RUMG Access, at Rush
Alexis Artman- Rush University Childrens Hospital at Rush	Taylor Janneck- Centene/Managed Health Services	Jeff McGrath- Department of Social Work and Community Health at Rush	Erin Tomic- Internal Medicine Department at Rush
Jonathan Balthazar- Houston Methodist Hospital	Brock Jarnagin- Eckroth Planning group	Cydney Morris- Blue Cross Blue Shield of Illinois	Jeeva Varghese- Mayo Clinic
Paige Doran- Sg2/Vizient	Quintin Kelley- Bone & Joint Service Line at Rush	Natalie Landfair- College of Health Sciences at Rush	Olivia Velasquez- University of Chicago Medicine
Alex Henderson- Eckroth Planning group	Madison Kireta- Department of Obstetrics and Gynecology at Rush	Jennifer Okocha- Northwestern Medicine	Laura Witt- Pulmonary and Critical Care Division at Rush
Ryan Henricks- Rush Medical Laboratories at Rush	Karolina Marczewski- Massachusetts General Hospital	Julie Panasik- Rush Copley	Jessica Wong- Blue Cross of California
Taylor Hirsch- Anchor Mission Department at Rush	Jeremy Marks- Cleveland Clinic	Dhara Patel- Rush Health	Nikola Yerkan- Vanderbilt Medical Center
		Noor Shakeel- Information Systems Department at Rush	

Class of 2021

Undergraduate Institutions



25 full-time, 3 part-time coming to HSM from:

Brigham Young University	Saint Louis University
Carleton College	Texas A&M
Case Western Reserve University	University of Illinois-Chicago
Florida State University	University of Illinois-Urbana Champaign
George Washington University	University of Iowa
Indiana University	University of Michigan-Ann Arbor
Iowa State University	University of South Carolina
Loyola University	Weber State University
Northeastern University	University of Minnesota
Ohio State University	Michigan State University

Student Spotlights: Spreading Excellence Across Academic Medical Centers

Nikola Yerkan: Vanderbilt University Medical Center, Nashville, TN

Vanderbilt, like Rush, is an academic medical center, but the experiences I've had in Nashville are far different from those I've had in Chicago. At Rush, I was far more involved on the clinical side in the Department of Surgery — interacting with surgeons, implementing process improvement, etc. At Vanderbilt, I'm much more involved in strategy. My big project is to analyze the efficacy of the CMS Transforming Clinical Practice Initiative (TCPI), which is a four-year grant awarded to a handful of health systems across the country aimed at improving quality and processes within those systems and in rural areas. I'm helping top leadership identify which areas were successful, which areas weren't, and which areas we can lobby the CMS for additional funding.

Rush has provided me with so many skills that have laid the foundation for my success here at Vanderbilt and that I continue to build upon. I entered graduate school at Rush with healthcare experience only on the payer side — and it amazes me how much I've learned about the hospital side of healthcare, from my internship and from my classes, within just one year. I look forward to learning even more in my second year with HSM and applying the skills I am learning at Vanderbilt to my work site at Rush University Children's Hospital this fall.

Jeeva Varghese: Mayo Clinic, Rochester, MN

I am a Graduate Administrative Intern at the Mayo Clinic in Rochester, MN for the summer working within the Division of Endocrinology. I feel so fortunate to be here, and am appreciative of the faculty and staff from Rush that have helped prepare me for this experience.

Rush excellence prepared me for this throughout my first year, specifically the Quality class with **Dr. Shital Shah** and **Steve Meurer**, and the projects that I worked on during my Perioperative and Interventional Services internship with **Tracy Jendruczek**.

Similar to Rush, I continue to be in awe every day that I come into work at the Mayo Clinic, and will forever be grateful for this experience.

Jeremy Marks: Cleveland Clinic, Cleveland, OH

While at the Cleveland Clinic, I've had a very different experience than I had during my first year internship with ENT Head & Neck at RUSH. My first year internship at Rush was very heavy in data analytics, program management, and financial analysis. Here at the Cleveland Clinic, I've been tasked with work more focused on continuous improvement as related to a variety of different processes. Some skillsets I am using directly from my first year at Rush are a lot of the principles **Dr. Shital Shah** taught us in his Quality course. One of my biggest projects here has been to develop a process map of a patient who would have a medically implanted device and how they are scheduled for an MRI. Through what I had learned at Rush, I was able to propose several process changes that were all accepted and are currently in the process of being rolled out. Without the education I received through my coursework at Rush, I would have struggled to make the difference that I have in such a short amount of time.



Nikola Yerkan (20) and the Vanderbilt Medical Center Team



Jeeva Varghese (20)



Jeremy Marks (20)

Student Awards

CHEF Service Excellence Award

The ACHE Regent’s Awards recognize career achievement, leadership and student accomplishment. The CHEF Awards recognize teamwork for service and innovation as well as community health leadership.

Congratulations to: Tony Madison (19), Kari Kosog (19), Cyril Iskander (19), Jordan Wirtz (19), Taylor Rolder (19) for receiving this award!

IES Abroad 2018 Global Citizen of the Year Award Finalist

Jeremy Marks (20). The award recognizes students that are changing the world through study abroad in their own unique ways — from living a zero-waste lifestyle to educating students in low-income communities. Congrats to Jeremy Marks, 1 of 3 finalists for his work in Cape Town, South Africa.

The David A. Winston Policy Scholar

Gwen Ledford (19). The objective of the Scholarship Program is to increase the number and quality of individuals trained in healthcare policy at the state and federal level by awarding deserving health policy students financial support to further their education.

MGMA (Medical Group Management Association) Scholarship Award Recipients

The ACMPE (American College of Medical Practice Executives) Scholarship Fund Inc. (SFI) is a program that supports individuals who, by virtue of experience, current position and future career plans, demonstrate potential to contribute to MGMA’s mission of transforming healthcare.

- MGMA - Leaders Scholarship: Jordan Wirtz (19)
- MGMA - The Richard L. Davis, FACMPE – Managers Scholarship: Katherine Koo (19)



CHEF Service Excellence Award: l to r (bottom): Jordan Wirtz, Taylor Rolder, Kari Kosog. Top l to r: Tony Madison, Cyril Iskander

Transformative Learning: Your Philanthropy at Work

Philanthropic Support: To help students better manage the costs of graduate education, the HSM department has been able to expand alternative sources for support, thanks to the generous support of alumni, faculty, and friends of the HSM program. Highlights of this support are provided on the following pages.

TEDxRushU 2018

October 25, 2018: Rush hosted its annual TEDxRushU event, held on Rush campus. Being a part of the Rush community, this event inspires participants to educate minds and think outside of the classroom, this year through the theme of “Charting the Unknown.” Our speakers included: Jimmy Choi, Steve Brown, Jamila Trimuel (HSM 05), and HSM Faculty: **Wayne Lerner**, **Angela Moss**, and **David Ansell**. Performance by: Erin Rachelle Duguay. Thank you to student committee leadership: Angad Ravanam (19) and Mitch Cooper (19) and to committee advisors **Alison Parker** (17) and **Jack VanOverloop** (17) for their help in managing the event.



Save the Date
TEDxRushU

“Reimagine”
October 24, 2019



Center for Health System Leadership

Developing Leadership to transform health care
hsmc.org

Philanthropic Support

Consortium of Universities in Global Health 2019 Conference

March 8-20, 2019: With support from the Mayur A. Patel fund, Rush was able to support ten MS-HSM students attending the annual meeting of the “Consortium of Universities in Global Health” (CUGH). The event brought together academically-based faculty and students who are interested in “Translation and Implementation for Impact in Global Health.” Attendees included Cydney Morris (20), Danielle Houpy (20), Jaime DeSantiago (19), Jennifer Okocha (20), Jeremy Marks (20), Julie Ann Panasik (20), Katherine Koo (19), Luis Garcia (21), Magdalena Popek (19), and Sydney Johnson (19).

“The CUGH conference helped change the way I think about healthcare in terms of how much impact it has across the world. I believe that as healthcare professionals we tend to get so caught up in our own country’s day to day problems, that we sometimes forget we are actually only a small piece of the global healthcare market.”
Jaime DeSantiago



Cydney Morris (20), Danielle Houpy (20), Sydney Johnson (19), Luis Garcia (21), Peter Mougey (staff), Jaime DeSantiago (19), Katherine Koo (19)

Professional Development Stipend Program

Thanks to the generous donors to the J. Robert Clapp, jr. Fund, the HSM department was able to provide \$100 professional development stipends available to all full-time MS-HSM students. Over the past year, 44 students were able to use the stipend for ACHE Student membership dues and the ACHE/CHEF Fellowship program.

Shekleton-Clement Interdisciplinary Fieldwork Project

The purpose of the Shekleton-Clement Fund is to fund students in the College of Nursing and the College of Health Sciences’ Health Systems Management program with an interest in geriatric patients and services.

2018 participants: Jaime DeSantiago (19), Taylor Rolder (19); Raymond Ledda (19), Julie Magiera (19); Topic: Determination of Need for Skilled Nursing Care at Rush Rehabilitation Bowman Center

2019 participants: Quintin Kelley (20), Noor Shakeel (20), Kelly Bradley (20), Sreyoneel Biswas (20). Topic: ESSE – Ecumenical Support Services for the Elderly: How can sustainability of a model like this be assured, and how can this model be promoted and shared?

Class of 2019 Class Gift

For the third consecutive year, our graduating MS-HSM students rallied together to make a four-year pledge in support of the program. This year was a particularly special one for us, in that 100% of our graduating students participated in this student-led effort! Our heartfelt thanks go out to Matt Ludwig (19) and the Student Governance & Professional committee for leading this charge, and to every graduating student for their commitment to their alma mater!



Case Competitions

Everett V. Fox National Case Competition hosted by National Association of Health Service Executives: 2018: Tony Madison (19), Benjamin Perkins (19), and Olivia Velasquez (20) represented Rush HSM at the National Association of Health Services Executives case competition in Orlando, Florida from October 9th to October 12th. The case involved establishing an ACO for seniors in the Maryland, D.C., and Virginia area, under the Capital Health System umbrella.

Robbins Institute for Health Policy and Leadership Case Competition, at Baylor University: Jordan Wirtz (19), Kari Kosog (19), and Nicholas Garland (19) represented HSM at the Robbins Case Competition in Healthcare Management in Waco Texas, October 17th to October 19th, 2018. The case involved developing a strategy for the management of cancer patients in Northern Texas. Eleven teams competed from across the country. HSM was invited to participate after receiving the CAHME/Baylor Scott and White Award for Excellence in Quality Improvement Education.

University of Alabama Birmingham (UAB) Health Administration Case Competition: Alex Henderson (20), Danielle Houpy (20) & Nikola Yerkan (20) competed in the University of Alabama Birmingham (UAB) case competition. This team of 1st year students placed 3rd which is a remarkable accomplishment.

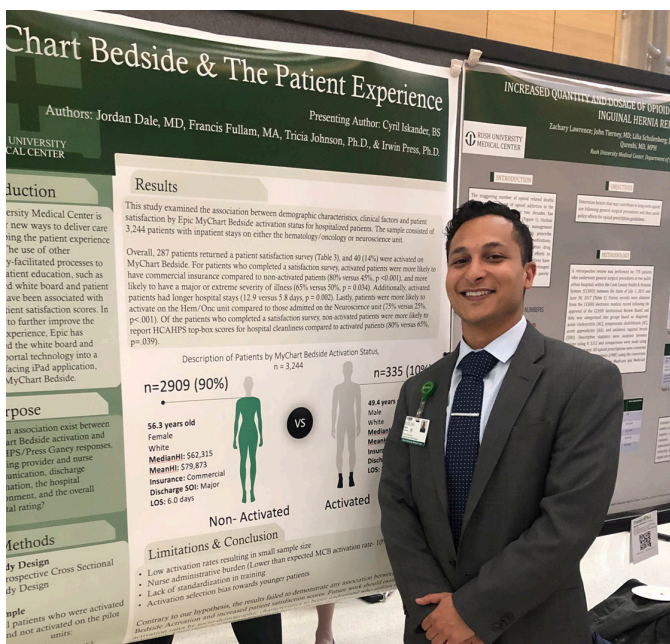


Irwin Press Patient Experience Research Award

This annual award is granted to encourage research that can support improvements to patient experience/satisfaction. A rising 2nd year student is selected to work on this research in conjunction with their Master's Project:

2018 - 2019- Cyril Iskander (Class of 2019): "MyChart Bedside for Improved Patient Engagement during Inpatient Stay". Faculty recipient: Jordan Dale.

Cyril Iskander also received the 13th annual Irwin Press Patient Experience Research Student Poster Award at the annual Rush Research Forum on March 21. **Congratulations!**



The Ohio State University Healthcare Case Competition

Paige Doran (20), Melanie Marzullo (20) and Jeremy Marks (20). The team made it to the semi-finals.



Cleveland Clinic Case Competition

Natalie Landfair (22), Jeeva Varghese (20), Karolina Marczewski (20) were invited to Cleveland to participate in the case competition and advanced to the semi-finals.



30
year

Lisa Brady, Class of 1989

Lisa Brady Schmittgall's career after HSM began as a strategy consultant to healthcare providers throughout the country for nearly a decade. She then returned home to Chicago to serve as SVP, Chief Strategy Officer, at Rush-Copley Medical Center in Aurora, Illinois, for ten years. During that time, Lisa had the opportunity to return to the HSM program as a faculty member.

Subsequently, Lisa moved to the East Coast as Vice President, Planning and Business Development and then SVP and COO at Norwalk Hospital in Connecticut, where she was responsible for the overall operations of the community teaching hospital. When the hospital merged, she assumed the role of SVP, Strategy and System Development at Western Connecticut Health Network in Danbury. With both operations and strategy experience, Lisa finds the combination of those skills beneficial in driving results in complex healthcare organizations.

Nearly four years ago, Lisa joined St. Joseph's Health as Chief Operating Officer for the Paterson, New Jersey-based not-for-profit healthcare and hospital system sponsored by the Sisters of Charity of Saint Elizabeth. The organization is a top provider of charity care throughout the state and includes leading physicians and world-class services, an academic medical center, Children's Hospital, community hospital, and post-acute and long-term care center.

Lisa credits Rush with creating an environment of learning excellence during her time as a student, faculty member and also as an administrator at Rush-Copley Medical Center. She has always felt that the workplace also served as a classroom in which she learned the operations and planning aspects of healthcare. Reflecting on her time at HSM, Lisa felt challenged and encouraged in each of her roles to draw on her creativity and resourcefulness to drive excellence.



20
year

Nat Kongtahworn, Class of 1999: 20 year

After graduating from the Rush HSM program in 1999, Nat completed a post-graduate fellowship at the Blue Cross and Blue Shield Association in Chicago and then transitioned into a role in the Office of Clinical Affairs. Nat eventually became director of network strategies, working to implement solutions that supported Blue Plan network performance improvement through national and local provider collaborations.

In 2008, Nat relocated to Des Moines to become director of clinical integration at Wellmark Blue Cross and Blue Shield. He led Wellmark's collaboration with network clinicians on testing a new model of physician-directed care management — one that integrated Wellmark's care management capabilities with physician practice workflows. In Nat's current role with Wellmark as a network engagement business partner, his goal is to improve the provider experience of working with the largest commercial health insurer in Iowa. He helps providers navigate complex payment, medical management, and network participation issues while giving voice to their perspectives as Wellmark implements new business processes and initiatives. Nat also engages network providers in programs that aim to achieve health care sustainability through value-based payment arrangements, such as accountable care organizations.

His training in the Rush HSM program — both didactic and experiential through his internships — instilled in Nat a “practitioner” mindset, which he applies to his health care management career to this day. Serving others, maintaining professional standards of conduct, being a life-long learner and developing others are all what it means to be a health care management practitioner.



10
year

Patty Satjapot, Class of 2009

Patty Satjapot is the Senior Director for Cleveland Clinic Global Patient Services. Her department oversees the care coordination, interpretation and payer relationship management for all international patients coming to Cleveland Clinic at the main campus in Cleveland, Ohio. In addition, Global Patient Services manages all interpretive and translation services and technologies for Limited-English-Proficiency and deaf/hard-of-hearing patients in Ohio, spanning over 100+ locations across the health system.

Prior to Cleveland Clinic, Patty was Director of Transformation at DaVita Medical Group in population health management. At Johns Hopkins Medicine, she was acting Director of International Patient Financial Services, led the Business and Project Management Office for Johns Hopkins' international business line and acted as internal consultant to the health system for operations improvement efforts. Previously, she has been a clinical analytics programmer at Johns Hopkins Health System and Vizient (previously known as University HealthSystem Consortium).

Patty began this journey with HSM, receiving a graduate fellow opportunity with Vizient.



ACHE Reception

Department of Health Systems Management Alumni, Faculty and Student Reception

On March 5, 2019 in conjunction with ACHE week, the Department of Health Systems Management hosted its annual alumni, faculty and student reception, with over 100 guests in total. Highlights included Philanthropic highlights, HSM Awards, Alumni updates, and a raffle basket given to two alumni from the alumni association.



Events

This past year, the HSM Alumni Association held a welcome back/welcome to the class of 2020 social event on September 13th, 2018 at Fat Pour.



In January 2019, another alumni social event took place in High Line in the Loop.

Finally, The Butlers hosted an alumni gathering at their home on June 23rd.

HSMAA: The 2019-2020 Alumni Board



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President-Elect

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Member at Large

Cyril Iskander (19), consultant
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Alumni Awards

2019 Health Systems Management Alumni Association (HSMAA) Scholarship Award
Taylor Rolder (19)



Taylor Rolder

2019 Health Systems Management Outstanding Alumni Award
Tamara Smith (82)

2019 Health Systems Management Master's Project Alumni Award
Mary Katherine Wainwright (19)
Kari Kosog (19)



Tamara Smith (right) with Allison Parker

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Summer/Fall 2019

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