



MHA Connections

Master of Health Administration Alumni Association

UNIVERSITY OF WASHINGTON • SCHOOL OF PUBLIC HEALTH AND COMMUNITY MEDICINE • DEPARTMENT OF HEALTH SERVICES

AUTUMN 2006

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MHA Connections is published quarterly and is a joint production of the University of Washington Master of Health Administration (MHA) Alumni Association and the UW MHA Program.

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Photos by MHA staff and alumni

Soulcatcher emblem: A Northwest Coast Indian symbol of physical and mental well-being by Marvin Oliver

Find the MHA Program on the web at <http://depts.washington.edu/mhap/>

Director's Message

Dear Friends and Colleagues:

Once again, I am pleased to share news of the MHA Programs at the University of Washington. As you remember, the MHA Program currently operates three programs: the MHA Program, the Executive MHA Program, and the Certificate Program in Medical Management.



All three programs enrolled new cohorts in late September. This means that we have welcomed 71 new 1st year students into these programs (18 in the MHA, 29 in the EMHA, and 24 in the CPMM). When added to the 47 continuing (2nd year) students (25 in the MHA and 22 in the EMHA), this brings our total student population to 118. This is indicative of a healthy program, and with the addition of our new Student Recruitment and Marketing function, I am optimistic that we will see a further strengthening of the program over the next several years.

One of the ways in which we measure program strength is by the involvement of alumni and practitioners in supporting a number of key aspects of student experience. These experiences involve mentors, internship preceptors, project preceptors (in our strategic management and capstone courses), and participants in our Student Career Development Program. The experiences gained by our students through close interaction and development with our alumni and friends in these important roles are priceless. We thank you on behalf of our students.

At the same time, we are excited that the vast majority of our June and August graduates are now placed in a variety of challenging roles and positions within a range of excellent organizations throughout the region and across the nation. We are excited to report this, and look forward to a growing range and number of alumni contributions from these graduates in the years ahead.

As I reported in previous communications, the MHA Programs are continuing to build on our investment in "Leadership Competencies."

Director's Message, continued

Over the summer we broadened our work in this area by extending the application of the NCHL (National Center for Healthcare Leadership) Health Leadership Competency Model to a group of 10 major "student experiences" that supplement our formal curriculum: by revising our admission process and making it a competency-based process, by making our summer internship preceptor evaluations a competency-based process, and by working with a joint student-faculty committee to develop a new "Culture of Academic Excellence and Professionalism" within the MHA Programs. This new Culture of Excellence framework is also competency-based, and emphasizes the development of both leadership and professional development competencies. For more information, visit http://depts.washington.edu/mhap/handbook/culture_of_excellence.doc on the Program website. To learn more about our updated admissions process go to the Prospective Students page at <http://depts.washington.edu/mhap/prospective.shtml>.

This summer our students developed a new student organization: the Healthcare Administration Student Association at the University of Washington (HASA). This organization will function as a professional development organization for our students, and will provide student linkages with other national organizations such as ACHE and MGMA. We are excited about this development and are working to support their efforts. Bill Dowling will be their Chapter Adviser, so the group is in good hands.

Finally, it is important to note that this year is an accreditation year for the MHA Programs. We are in the process of preparing and reviewing our self-study document, and will have a formal site visit from CAHME (Commission on Accreditation of Health Management Education) on April 11-13, 2007. This will involve significant effort on the part of faculty and staff, and we will actively involve students, alumni, and friends in the process.

We are off to a great start for a new academic year! I look forward to updating you on continuing progress as we move forward throughout the year.

Sincerely,



William E. Welton, Dr.PH, MHA
Senior Lecturer and MHA Program Director

Upcoming Events

November 1 - January 3

Registrations are now being accepted for Certificate Program in Medical Management course Strategic Management of Health Care Organizations, taught by Bill Dowling. This course will be held on Wednesdays from 5:30-8:30pm, and runs from January 3 to March 7, 2007. For details, visit: http://www.extension.washington.edu/ext/certificates/mem/mem_gen.asp

January 15

Autumn 2007 application deadline for MHA Day Program

March 19-22

American College of Healthcare Executives (ACHE) Congress in New Orleans

April 11-13

MHA Program Reaccreditation site visit by CAHME – we look forward to alumni representation during the visit, and will send more information soon.

April 30

Application deadline for Executive MHA Program

For additional event information in the Department of Health Services and throughout the School, see the SPHCM Events Calendar at <http://sphcm.washington.edu/cal/cal.asp>.

New Student Orientation 2006

This year's orientation activities welcomed 18 new In-residence MHA students and 29 Executive MHA students. The usual administrative talk was given and we again traveled to Whidbey Island for our annual ropes course adventures with Highpoint Experience. The ropes course continues to be a highlight of our programs and curriculum. Carmen and Michael continue to provide an absolutely first rate experience. This year we added a fire pit to dinner under the stars—thanks to David Masuda.

In addition to the traditional activities, the MHA students gathered for a special session with Ed Walker (2003 EMHA alumnus) and Preston Simmons (1985 MHA alumnus) of the UW Medical Center. Ed and Preston brought their extensive knowledge of a major medical center to share with the students. Ed, UWMC Medical Director, gave a lively talk titled "Your Partners in the White Coats: An Introduction to Medical Culture." It provided valuable insight into how medical education is different than a MHA education. His observations are sure to be helpful to the students in their future health care administration roles. Preston, Senior Associate Administrator of UWMC, gave an excellent talk about the physical workings of a large hospital, providing a view that is not available through first impressions.

Also new this year was an introduction to the "Culture of Academic Excellence and Professionalism" referenced by Will Welton in the "Director's Message" on page 1. We view this emerging statement as a reflection of the Program's fundamental values. It will be integral to our admissions process as well as our shared (student and faculty) educational experience.

When everything was said and done, we think a good time was had by all. For details on our incoming cohorts, see "Our New MHA Degree Students: An Overview" on page 4.

Finally, we wish to say *thank you* to everyone who participated in the planning and execution of our many orientation activities.



In-residence MHA students relax around the campfire



Executive MHA students "Reaching for the Bell"

**Interested in
becoming a Mentor?**

Contact Jane Maule

206-616-2933

jmaule@u.washington.edu

You can learn more about this program at:
[http://depts.washington.edu/mhap/
handbook/mentor.shtml](http://depts.washington.edu/mhap/handbook/mentor.shtml)

*To all of you who are already
mentoring...many thanks!*

Our New MHA Degree Students: An Overview

Executive MHA Overview

Total # of Students = 29
Average Age = 42
Male = 38%
Female = 62%

Average Professional Experience:

Clinical = 8 years
Mgmt/Admin = 7.2 years

Region of Residence:

Washington State = 86%
Other Western U.S. = 14%
(Hawaii, Oregon, & Utah)

Degrees:

BA/BS = 11
BSN = 6
DDS = 1
MD = 5
MN = 1
MS/MA = 5

Positions:

Assistant Director, Orthopedic Surgery
Business Office Specialist
Charge Nurse
Clinical Coordinator
Clinical Cytogenetics Technologist
Clinical Supervisor
Consultant
Dentist
Director of Marketing
Director, Crisis Triage, Evaluation & Treatment
Director, Financial Operations
Director, Human Resources
Health Services/Pharmacy Manager
Manager, Patient Education & Integrated Care
Manager, Speech & Language Services
Medical Director
Physician
Practice Team Manager
Privacy & Compliance Officer
Psychiatrist
Regional Operations Manager
Registered Dietitian
Registered Nurse

Supervisor, Employee Health Services/Quality
Urologist

Organizations:

Children's Hospital & Regional Medical Center
FamilyCare, Inc.
Group Health Cooperative/ Permanente
Harborview Medical Center
Kindred Hospital Seattle
Northwest Hospital & Medical Center
Northwest Orthopaedic Clinic
Overlake Hospital Medical Center
Pierce County Human Services
Providence Newberg Rehabilitation
Puget Sound Health Care System
Seattle Cancer Care Alliance
Straub Clinic & Hospital
Sunnyside Community Hospital
Swedish Medical Center
University of Washington Medical Center
Yakima Regional Medical & Cardiac Center
Yakima Valley Farmworkers Clinic

In-residence MHA Overview

Total # of Students = 18
Average Age = 27
Male = 61%
Female = 39%

Average Experience:

Mgmt/Admin = 2.4 years

Region of Residence:

Washington State = 44%
Other Western U.S. = 28%
Eastern U.S. = 11%
International = 17%

Previous Majors:

Biology = 2
Business/Management = 4
Economics = 3
Education & Counseling = 1
Health Administration/Management = 2
Health Sciences = 1
Law = 1
Pharmacy = 1
Political Science = 1
Psychology = 2

Welcome!

Missing Alumni

Help Us Keep in Touch With Your Classmates

We've lost contact with some of our alumni—perhaps you can help. If you are in touch with one of the MHA alumni listed below, please let us know, or encourage them to contact us. Thank You!

Bert D. Beatty, 1987

Leila Jalinous, 1995

Natalie Jean Novick, 1979

Jerome A. Pollard, 1983

Latonya J. Whitley, 1992

Narumi Eguchi, 1995

Bruce A. Miyahara, 1979

Patricia L. Perry, 1982

Robert L. Rexford, 1973

To update your own job status or contact information, visit our Alumni web page: <http://depts.washington.edu/mhap/alum.shtml>.

New Changes for the New Year by Cathy Murphy, MHA Candidate

As some of you may know, the American College of Healthcare Executives (ACHE) disbanded its student chapters this past year; ours being one of them. After some thought and reorganization, we decided it would be best to take advantage of this opportunity to create an entirely new organization that better represents University of Washington MHA students. In our attempt to create a more inclusive and broader-scoped organization, we have decided to make several key changes:



*A Group of HASA Members
Back: Billy Hayes, Cathy Murphy, Cheryl Arnett, Takeshi Shirakawa
Front: Rick Shumway & Lacy Bolton*

- First and foremost, our new name is *Healthcare Administration Student Association at the University of Washington (HASA)*.
- All MHA students are automatically members upon matriculation in the MHA Program.
- Our association is not directly affiliated with any one professional healthcare association, but we strongly encourage membership to one or more of the professional groups that most represent the interests/foci of our students (ACHE, MGMA, etc.)
- All HASA activities will be open to students whether or not they decide to join a professional group, though to be a board member, one must be an affiliate/student member of their chosen professional association.
- New boards will be elected each spring quarter for the following year.

Our focus this year is laying the foundation for the future of our association. Our main objective is to provide opportunities in several key areas:

- Encourage and facilitate participation in local chapter activities of professional organizations such as WSHF (ACHE) and MGMA
- Create a website that includes valuable resources for students: calendar of events, community service opportunities, links to local health care organizations, news, educational links, networking, etc.
- Coordinate site visits/panel discussions with various types of health care organizations around the Puget Sound region
- Invite speakers from around the region representing various facets of the health care industry that our students might wish to pursue
- Advertise and participate in community service activities throughout the year
- And, of course, have some fun!

We are looking forward to a very exciting year and getting our new organization off the ground and running! If anyone is interested in either hosting a site visit/panel discussion or coming to campus to talk with our students, please let us know! We would love to have your help. You can contact Catherine Murphy (President) at murphycm@u.washington.edu, Arvind Vasan (Event Chair) at avasan01@u.washington.edu, or Takeshi Shirakawa (Event Co-Chair) at wakarashi@hotmail.com

'Tis the Season for Admissions!

We are now accepting applications for the In-residence MHA Program. With this new cycle of admissions comes a new admissions process, which will ultimately affect both In-residence and Executive applicants: we recently updated our application materials, which now reflect efforts to link MHA Program admissions to the NCHL Leadership Competencies and our competency-based curriculum.

The In-residence MHA application deadline is January 15, 2007, so spread the word! We seek applicants with at least a year of volunteer or work experience, preferably in health care, who have leadership potential. (The Executive MHA admissions process begins in January, with a deadline of April 30, 2007.)

You can review our new and improved application instructions and forms at: <http://depts.washington.edu/mhap/app/>

Alumni Profile I: John Blanchard, 1996

John Blanchard has been actively involved with the MHA Program for years, welcoming new students, and offering his help in a variety of ways.

Current title, department and organization

Service Line Director,
Consultative Specialties, Puget
Sound Region, Group Health
Cooperative.

Job history

As a new graduate I worked from home for over a year on several projects. My wife and I thought about starting a family, and fortunately I was hired as a junior administrator at Seattle Children's Hospital and Regional Medical Center in 1997. I later went to Virginia Mason Medical Center, managing medical/surgical sections, and earlier this year started at Group Health Cooperative where I certainly hope to serve long-term.

What decisions/choices have led to your current career position?

I have always wanted to help shape the health care delivery system, directly, and to maximize its value to everyday people like you and me. As a manager, I am constantly reminded about the hassles of steering my own kids, and a frail parent, through the medical system. So I try to measure business ideas by their novelty, simplicity, and economy of process.

What are the unique rewards inherent in what you do?

Like a lot of folks I get a kick out of helping others, but never desired a hands-on role like a doctor. So,

something about serving patients indirectly is very rewarding. I'd also like to say that professional morale in health care is generally high, and that every day is fun, but I'm afraid there is surplus stress throughout most delivery systems.

What challenges do you face in the current healthcare environment?

I think the hardest part of managing people—and moving large jobs forward—is helping others have a decent sense of “context” in the midst of fast-changing circumstances, especially in big companies. Big companies in our industry are undergoing radical changes on so many fronts, and yet often the everyday front line staff are left out of the loop. In failing to provide a positive everyday “context” for front line staff, I'm afraid we (big companies) risk a really strategic loss of engagement and morale.

What aspects of the MHA program have been of greatest benefit to you?

The MHA experience gave me a really strong sense of community as a newcomer to the Northwest over 10 years ago. Faculty and university staff really cared. Also, in the mid-1990s the state government pushed hard to establish reform modeled on the Clinton health plan; so for everyone connected to the MHA program there was this terrific policy debate in “real-time” before the state plan eventually lost in court over the federal benefits law. It was kind of a life-imitating-art thing.



John Blanchard

Name the highlights of your student years

No question, it was the friends we made. And one particular trip to visit with health management students in Vancouver, at the UBC program. Yes, Vinnie, that was fun.

What advice do you have for students/recent alums?

Working from the vantage point of an HMO, I am optimistic that large numbers of our patients get great care and are able to focus on prevention, but I am afraid this is less and less easy to do in the open market. My advice is to join the debate on health care reform wherever you can, and however you find your own voice. It would be wonderful to watch a stable, equitable national health care policy take shape one day.

Alumni Profile II: Dr. Jacob Heller, EMHA, 2003

In 2006, Dr. Heller was named one of Seattle's Top Doctors in Emergency Medicine by *Seattle Magazine's* 6th annual survey of area physicians. The vote is by peer choice.

Current title, department and organization

Staff Physician, Section of Emergency Medicine, Virginia Mason Medical Center

Job history

I've been a physician in Emergency Medicine for over 30 years. In 1999, I took on the added responsibility of consulting for Premera Blue Cross.

What decisions/choices have led to your current career position?

I essentially fell into emergency medicine. It started when I left a job at the Seattle VA to travel for a year. When I returned, I began working in emergency departments around Seattle, beginning with the University, then Providence and eventually Virginia Mason. Now I enjoy the patient interaction, teaching residents, and watching health care delivery deal with the pressures brought upon it.

What are the unique rewards inherent in what you do?

Making an emotional connection to people who are in some degree of crisis.

What challenges do you face in the current healthcare environment?

The challenges have remained to stay up to date, interested, motivated and unjaded, and to remember what and who I'm



Dr. Jacob Heller

really there for, particularly in an environment that has become less friendly to physicians and medical practice in general. It is also a challenge dealing with administrative fiat and trying to convince administrators (both MD and business types) that changes on paper and theoretical improvements don't always translate into better patient care.

What aspects of the MHA program have been of greatest benefit to you?

Understanding organizational structure, the roles people play, how personalities affect effectiveness, and looking to the near and long term with respect to change.

Name the highlights of your student years

Being able to discuss real-time, actual work-based issues in the classroom, and having the advantage of both faculty and fellow student input vis-à-vis their understanding of, and approach to, solving the problem. The varying perspectives, usually based on their own work experience, always provided keen insight into the management of daily dilemmas (and successes) of the workplace. I also enjoyed meeting fellow students and faculty, and appreciate knowing that I can always call one of the former and get whatever help I might need.

What advice do you have for students/recent alums?

Look down the road and decide if where you are now is where you'll want to be in the future. Don't underestimate the impact you could have.

Help Shape the Newsletter!

We are looking for alumni interested in contributing to the newsletter in ways they would like to see. Send Bree your suggestions, names of people to profile, or even an article to publish.

brydlun@u.washington.edu

Summer 2006 Internships: Benefiting our Students and the Community

The MHA Program emphasizes development of practice-based skills throughout the curriculum and the student experience. This emphasis takes place in a variety of ways, including participation in the Program's summer internship program. Over the years this has worked well for students, the program, and the practice community. In fact, the MHA Program is increasingly known for its emphasis on the effective integration and application of theory and practice. We have been richly supported by a large and vibrant practice community within the Puget Sound Region, and the students, faculty and staff are grateful.

In looking ahead to the summer of 2007, if you, or someone in your organization, wish to explore the possibility of providing an MHA internship, we would like to talk to you. An internship runs from 11-13 weeks and the best placements have been those in which interns are given broad exposure to an organization while being held responsible for specific functions or projects. The goal of the summer internship is to ensure student involvement that is useful to your organization, as well as a meaningful learning experience for the students.

We plan to begin the process in December. This year, Will Welton, Program Director, would like to have an orientation for preceptors in order to convey the new directions the MHA curriculum is taking and to provide more support for participating organizations. If you are interested in having an intern next summer, contact:

Jane Maule at 206-616-2933, jmaule@u.washington.edu

In summer 2006, MHA students were interns at:

Fred Hutchinson Cancer Research Center
Group Health Cooperative (GHC)
GHC Diversity Fellowship
InterMountain Healthcare
Highline Medical Center
Kaiser Permanente, Portland
Pacific Medical Centers
Premera Blue Cross
Providence Everett Medical Center
Puget Sound Health Alliance
Seattle Cancer Care Association
Swedish Medical Center
University of Washington Medical Center
Washington State Hospital Association

Happy Holidays from the MHA Program Staff!

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brydlun@u.washington.edu



*MHA Program Staff
Back: Will, Donna, Karen, Blaine
Front: Jane & Bree*

Recent News and Updates from Alumni

Updates

Class of 1979

Keith Baldwin

Keith recently resigned his position as VP Medical Relations and Operations at Empire Health Services in Spokane (as of September 30, 2006). He will be working with Perspectives Imaging, owned by Mike Boyd, another MHA Alumni from the Class of 1979. Perspectives provides Mobile MRI to rural hospitals, and Mobile PET/CT. Keith will be supporting marketing and operations in the northwest. He will also be consulting with other organizations, especially where his experience in rural hospital leadership and management is a prerequisite.

Mark Benedum

As of January 2007 Mark will be moving into the position of Administrator and Chief Executive Officer for Highline Medical Center. He is currently Administrator and Chief Operating Officer at the Highline Medical Center Specialty Campus in Tukwila.

Class of 1983

Amy Hagopian

Amy spent the summer conducting a health workforce study in Uganda. Working with the Ministry of Health and the USAID-funded Capacity Project, she brought one UW MPH student and two medical school students to participate. Twenty-three Ugandans were trained to administer questionnaires and focus groups in 18 hospitals throughout the country. Results are being compiled now, and Amy will work with several Ugandan professionals to assist them in writing academic papers for publication based on the data.

Class of 1988

Steve Bowman

In June of this year, Steve completed his PhD in Health Services at the University of Washington.

Class of 1990

Lynn Zimmerman

Lynn has taken a new position (May 2006) with the Talaris Research Institute as the COO/CFO. Talaris works to improve the healthy social, emotional and

cognitive development of children from the prenatal period through age five by developing and providing research based tools for effective parenting. Their formal mission is advancing knowledge of early childhood learning and the importance of parenting. On a separate note, Lynn's two daughters, who were toddlers when she was in school, are a junior and senior in college!

Class of 1995

Beata Randall (Isaacs)

Beata is enjoying her role as Revenue Cycle Improvement Senior Manager for Dartmouth-Hitchcock based in Lebanon, New Hampshire. Dartmouth-Hitchcock is always looking for bright, energetic grads, so if anyone is interested in moving to New England (or interested in a summer internship), contact Lynn at beata@hitchcock.org.

Class of 1996

John Blanchard

John is glad to report that he accepted an offer in July to join the senior leadership team in Group Health Cooperative's Consultative Specialties division. He is Service Line Director for six medical/surgical areas for the entire Puget Sound Region. He has long admired GHC from a distance and is glad to have a strategic role in helping shape the future delivery system. At home, John's boys are going on 7 and ten. He and his wife are having a blast with Little League, camping trips, etc.

Class of 1998

John Zeber

In addition to a VA promotion to Investigator upon completion of his post-doctoral fellowship, John recently received an appointment as Assistant Professor in the Department of Psychiatry at the University of Texas Health Science Center. The latter position includes a two-year K12 career development award (Clinical Research Scholar) for John to continue research into schizophrenia, medication adherence, and quality of life preferences. He has also had several recent publications, including:

Zeber JE, Copeland LA, Grazier K. (2006). Serious mental illness, aging, and utilization patterns among veterans. *Military Medicine*, 171(7):619-27.

Recent News and Updates from Alumni

Class of 2003

Jacob Heller, EMHA

Dr. Heller was named one of Seattle's Top Doctors, Emergency Medicine, in Seattle Magazine's 6th annual survey of area physicians. The vote is by peer choice.

Michelle Holmes, MHA/MBA

Michelle would like to share a recent report from the California HealthCare Foundation that she and the principal of the healthcare IT division at ECG, Laura Jantos, wrote. It is a summary of their project with the California HealthCare Foundation (CHCF) in which they compared and contrasted electronic medical record (EMR) systems with chronic disease management systems (CDMSs): <http://www.chcf.org/topics/chronicdisease/index.cfm?itemID=123057>

W. Hugh Maloney, EMHA

Dr. Maloney was elected president of the Washington State Medical Association (WSMA) at the Association's annual meeting in Spokane, September 17, 2006. The WSMA represents over 9,000 physicians, residents, medical students, and physician-assistants throughout Washington State.

Class of 2004

David Hurley

In August, David became the Assistant Administrator at Timpanogos Regional Hospital in Orem, UT. It is owned by the Hospital Corporation of America (HCA). He recently had his third child, a boy. He now has two boys and a girl.

Class of 2005

Phil Gerity

At the beginning of Sept, Phil and his fiancée bought their first house in Issaquah. Their wedding was October 7th at Willows Lodge in Woodinville. On September 18, Phil joined ECG Management Consultants (and Andrea Crowe, also Class of 2005) as a senior consultant.

Roberta Winter, MHA/MPA

Roberta has moved back to Puget Sound to pursue a consulting business through her Washington corporation Praevalere, Inc. Her most recent engagement was as an internal business operations consultant for Seton Health Network, a division of

Ascension Health, in Austin, Texas. Roberta and her son are living in Bremerton.

Class of 2006

John Rigg, MHA/MPA

John Rigg and Jennifer Rigg (MPA 2006) are pleased to announce the birth of their first child, Evan Paul Rigg, at 8:47AM EDT on September 27th. He was 6lbs, 8 oz at birth. The new family is home and doing well. John, Jennifer, and Evan now live in Greenbelt, MD, where John is a Winston Health Policy Fellow. In November, John will begin the placement phase of his fellowship with the U.S. House of Representatives Committee on Ways and Means, Subcommittee on Health. He will be working on Medicare parts A & B, EMTALA, and SCHIP reauthorization.

Julia Spaulding

Julia recently began her position as Health Resource Analyst (Data Manager) for the HIV/STD/TB Program at the Bureau of Community Health in the Nevada State Health Division.

ALUMNI DIRECTORY

The alumni directory is available in the Contacts/Updates section of the MHA Alumni web page:

<http://depts.washington.edu/mhap/alum.shtml>

Access to the directory is password protected; see the announcement email/letter for the login and password. If you don't have that available, contact Jane Maule.

Please review your directory listing and, if needed, use the on-line update form on our MHA alumni web page: <https://depts.washington.edu/mhap/alum/alumupdate.shtml>