



MHA Connections

Master of Health Administration Alumni Association

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

Winter/Spring 2007

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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.

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

Director's Message

Dear Friends and Colleagues:

The MHA Programs at UW have been extremely active over the past several months and there is significant progress to report in meeting our strategic development objectives.

Several developments are particularly worthy of note:

The UW MHA Program continues to be highly respected on a national basis by our peers and colleagues. To this end, the annual U.S. News & World Report Rankings were recently published, and the UW MHA Program moved up from #5 to #4 in the national MHA program rankings. We believe that this recognizes much hard work over the past several years to improve the quality and impact of the program.

Two years ago, the MHA Program received a generous gift from Seattle's Group Health Cooperative, establishing the Cheryl M. Scott-Group Health Cooperative Endowed Professorship. We will shortly announce the appointment of Edward A. Walker, MD, MHA to that professorship. In this new faculty role, Dr. Walker (a graduate of both our Certificate Program in Medical Management and Executive MHA Program, 2003) will join the MHA Program (part time) as a Professor of Health Care Management. As Ed assumes this new academic responsibility, he will continue in his current role as UWMC Medical Director. We are excited about this appointment, since Ed will develop a new course in quality management within our MHA and EMHA Programs.

In my last report, I noted the development of a new staff role supporting marketing and student recruitment. Bree Rydlun is in this role and has been very active in student recruitment for the program. We are already seeing some excellent results, and will soon know the outcome of recruitment for our Autumn



Director's Message (*continued*)

2007 day MHA class. The application deadline for the Autumn 2007 EMHA class is April 30, and a preliminary assessment indicates that the demand for this program continues to be strong. In the near future we expect to revise our website to better support our student recruitment and marketing efforts.

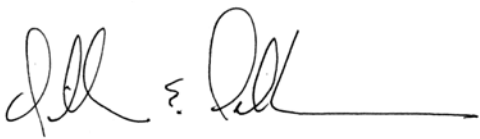
I am pleased to announce that the MHA Program has been working with the UW Medicine Department of Pharmacy to develop a new educational emphasis for administratively-oriented pharmacists. A Residency in Pharmacy Practice Management has been established (to begin Autumn 2007), the core of which will be the resident's education in our EMHA Program. We and the UW Medicine Department of Pharmacy are excited about this new model.

As we place more emphasis on student recruitment and marketing, we find ourselves competing more actively than ever before for the best students on a national basis. It is becoming increasingly important that we develop a range of student scholarship opportunities. To this end, I want to express my personal thanks to one of our alumni leaders, Margaret Stanley, MHA, 1977, President of the Puget Sound Health Alliance, who recently made a generous contribution to establish the Margaret T. Stanley Endowed Fellowship. As we move forward, the development of additional student fellowship funds will be a major priority for the MHA Programs.

As of April 13, the MHA Programs completed a periodic site visit from our accrediting organization, CAHME (Commission on the Accreditation of Healthcare Management Education). The site visit went extremely well, with a minimum of deficiencies and nine areas of special strength identified and noted. Many of these areas of strength are related to the quality of our curriculum. We believe that the UW MHA curriculum is truly distinguishing in our field, and we are pleased this is being recognized by others.

On May 11, 2007, the MHA Program will host its annual Alumni Day function. The focus of the afternoon will be on health care quality issues, and the keynote speaker for the afternoon will be Edward A. Walker, MD, MHA. For more information, and to register, please visit our website at <http://depts.washington.edu/mhap/alum/alumday.shtml>.

As you can see, the MHA Program continues to move ahead. We are hopeful that you will be able to join us for Alumni Day.



William E. Welton, DrPH, MHA
Senior Lecturer and MHA Program Director

Upcoming Events

May 11, 2007

Mentor Appreciation Luncheon
12:00-1:30 pm
University of Washington Club

Alumni Day 2007
2:30-6:00 pm
UW Kane Hall, Walker Ames Room

May 30, 2007

MHA Capstone Presentations
8:00 a.m.-1:00 pm
Center on Human Development and Disability (CHDD), Room CD150

June 7, 2007

Department of Health Services Graduation Celebration
5:30 pm
UW South Campus Center, Room 316

June 8, 2007

School of Public Health and Community Medicine Graduation Celebration
3:30-5:30 pm
UW Health Sciences Center, Hogness Auditorium

Day MHA Graduation Celebration
11:30 am-2:30 pm
The Lakeside Room

June 9, 2007

University of Washington Commencement Ceremony
12:00 noon
Husky Auditorium

August 2, 2007

Mentor/Preceptor Summer Gathering
5:00-7:00 pm
UW Allen Library, Petersen Room

August 17, 2007

Certificate Program in Medical Management Application Deadline

August 18, 2007

Executive MHA Graduation Celebration
Time & Location TBD

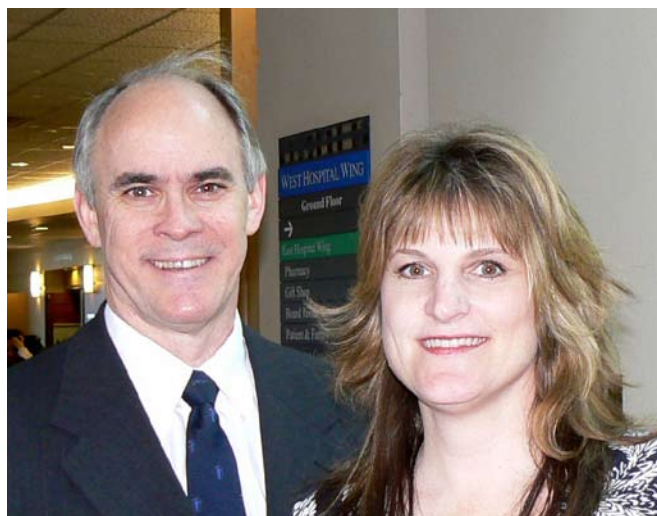
An Evening for Alumni Reunites by Cyndy Clegg, EMHA Candidate

On Thursday, January 25, the Graduate Programs in Health Services Administration hosted an alumni event for the Executive MHA and Certificate Program in Medical Management alumni. "An Evening for Alumni" was held at the University of Washington Club on the Seattle Campus. The program included a presentation by Margaret Stanley about the progress of the Puget Sound Health Alliance, full group discussion on health care in Washington State, and breakout sessions in the areas of career planning, practical strategies for changing physician behavior, and the evolving policy environment. Current Executive MHA and Certificate Program students were invited to attend. Following is one student's story of reunion with Executive MHA alumnus, Steve Guyton, 2005. Cyndy Clegg is Supervisor of Ambulatory Pharmacy Services at Harborview Medical Center, and is scheduled to graduate from the Executive MHA program this summer. Guyton is a cardiothoracic surgeon at Virginia Mason Medical Center.

While speaking to Bill Dowling at the Evening for Alumni (and Students), I glanced across the room. I saw Denny Pointer engaged in conversation with a familiar face: Steve Guyton. In 1988 I became his patient when I was diagnosed with an Atrial Septal Defect (ASD) and literally put my heart in his hands. I hadn't seen him in over fifteen years.

I reintroduced myself to Steve, and he introduced me several times that evening as one of his "success stories." He joked that clearly I didn't lose much brain function while on the pump during surgery.

Much of the reason I am in the Executive MHA program, and for my passion about health care, relates to the experiences, both good and bad, that I have had as a patient in my lifetime. The journey of my ASD diagnosis through surgery was truly a life changing experience. It opened my eyes about how we communicate (and don't) with patients, and how we can improve the healthcare experience for everyone. Steve was a wonderful physician. He understood the emotional impact of facing heart surgery at age 27 when I had a 14 month old at home.



Steve Guyton and Cyndy Clegg, reunited

After my surgery, he contacted me several times and asked me to speak to other young women who had fears and concerns about their upcoming heart surgery. And he always knew me when I saw him outside of the hospital or the office. Nearly every other physician I have seen hasn't had this gift. Steve "got it" back then, and it was no surprise to find that he had taken it to the next level through the Executive MHA program.

I never take for granted how small the world is, nor how many patients we touch just by going to work every day. Nor do I take for granted a PO2 of 60 the day before my surgery. I am healthy today and extremely grateful for the excellent care I received from Steve. I'm working on paying that forward.

Thanks to the school for sponsoring the evening. It was a wonderful reunion for this patient and her surgeon.

ACHE: Helping the New Orleans Relief Effort by Kelly Malone, 1985

The American College of Health Care Executives held their Congress in New Orleans, Louisiana this year, March 19-22. Most years they hold the conference in Chicago, but for 2007 they decided to help the New Orleans area, and organized a volunteer work day for Congress attendees. Kelly Malone is Director of Ambulatory Surgery Programs at Swedish Medical Center.



Jessica Staples and Kelly Malone

Eighty-five attendees of the American College of Health Care Executives (ACHE) Congress boarded yellow school buses early on St. Patrick's Day to spend it working with Habitat for Humanity's New Orleans post-Katrina housing project. Second year MHA student, Jessica Staples, and I were two of the volunteers in this group of health care managers from across the nation.

The original plan was to participate in the house-building effort in Musician's Village, a Habitat project started with seed money from Harry Connick Jr., Bradford Marsalis, and Dave Matthews. This project intends to build 300 houses for New Orleans musicians who lost their homes in Hurricane Katrina. Just like in jazz, improvisation is part of the relief effort. As the ACHE group arrived at one work site a plea was made by Habitat coordinators to send volunteers to Camp Hope.

Camp Hope is an abandoned elementary school in St. Bernard Parish that has become a base camp

and living quarters for relief volunteers. Inside it looks like a combination of college dorm environment, Burning Man campsite and Red Cross shelter. The intact walls are papered with lost and found flyers and camp activity notices. Artistically variable tributes to the various groups that have come, lived, worked, and returned home cover the remaining wall space.

The redirected mission: to build 200 bunk beds. It is spring break and a group of 800 students are scheduled to arrive at Camp Hope the next day. Many college students across the nation are forgoing the Florida beaches, choosing to help out with the rebuilding of the Gulf Coast.

The ACHE team received a project and safety overview and was separated to smaller work groups that created a production line for bunk bed carpentry. Jessica took a position at the table saw cutting plywood into bed-size panels. Others measured 2 by 4s into precision lengths for frames, posts, and rails. Kelly assembled the parts with a cordless drill and high strength three inch screws.

By the end of the day the crew had cut parts for over 100 beds and filled two dorm rooms with complete bunk beds just in time for the spring break volunteers. The group regretted falling short of assembling all the beds necessary for the incoming students. This is much like the Gulf recovery story – hard work each day with overwhelming effort waiting to be done in the days ahead.

Alumni Profile: Mike Boyd, 1979

Mike Boyd, MHA, 1979, is CEO of BP Consulting, Incorporated (dba Perspectives Imaging), a consulting company that he developed and has successfully run for seven years.

Brief job history

As one of the few from the class of 1979 to initially leave the Puget Sound area, I started out as Administrative Resident (later Assistant Administrator) at St. Luke's Regional Medical Center in Boise, ID. There, I experienced the challenge of being a UW grad in a Minnesota-alumni environment. However, I did have the privilege of working for the then American Heart Association President, Gil Gilbertson. Soon thereafter I found a productive and rewarding 11 year haven as VP at Kootenai Medical Center in Coeur d'Alene under distinguished UW alum Joe Morris (MHA 1973).

Never one to follow conventional wisdom, I chose to turn my career to rural healthcare, including CEO positions in St. Maries, ID and Laramie, WY. I still passionately believe that care is best provided close to home, a trend that benefits both the individual and the local community. Over my years in these rural settings, multiple consortia were founded, buildings built, and integrated systems formed. Some of these communities were recognized nationally by AHA, NRHA, ORHP, and *Hospitals Magazine* as rural models.

How did you get to your current position?

Hospital administration is fascinating and rewarding, but also frustrating and unpredictable. Constrained by location, politics, boards, and public opinion, it is not always possible to do what is best for the community or one's family. Consequently, in 1999 the Boyds stepped out into the abyss and started BP Consulting, a rural health care consulting firm. Quickly, we found that consulting budgets are virtually non-existent in rural settings, where the CEO is often expected to possess expertise in all areas. When the Public Hospital Consortia in southeast Idaho asked us to operate a shared MRI system for them, we jumped at the chance to broaden our services. Shared equipment systems allowed us to experience the joy of level cash flow, while continuing to meet

our goal of "making a difference" in rural health care. The idea caught on in the Intermountain West and we now operate eight such MRI (and one PET/CT) systems in five states. For hospitals and clinics sharing this equipment, significant savings have been realized while they have regained control

over these assets. Recently, in response to provider requests, we are now developing applications for shared cardiac CT and mobile cath labs.



Unique rewards of your current venture

Entrepreneurs experience significant risk in setting up a business in the health care field. However, they also can gain direct personal and financial reward for their efforts. It was frustrating to watch many successful hospital projects come unraveled after I left the community. In contrast, it has been very satisfying to organize and now operate shared services that have become an integral part of the health care scene in many locations. The ability to directly assure quality and service while experiencing rapid growth has been amazing.

What are your challenges?

Putting together provider cooperatives can be very successful, but initially it is terribly difficult and time consuming. As time passes, my reliance on the professional network I developed as a hospital administrator has become less effective. Recently, we addressed this area by convincing 1979 classmate Keith Baldwin to join us in developing shared medical equipment systems throughout the Northwest.

How has the MHA program benefited your career?

Graduate school is more than facts, procedures, and papers. The MHA Program expanded my perceptions of the industry and the world. I was taught to view things critically, with an eye on future opportunities. Although rarely the best politician, I am informed, and often promote the most unique ideas. By thinking globally, UW

grads can overlook temporary disappointments and “failures” and focus on the positive contributions we have made to communities and patients throughout our careers.

Advice to students/recent alums

Do not be afraid to step out and broaden your horizons. Perhaps you should consider rural health care and/or entrepreneurial medicine. Although both entail risks and initially possess the frustration of limited resources, I have found the independence and direct results in these fields far more rewarding.

Highlights of your student years

Trips to the San Juan’s. The party at Tiscornia’s. Watching Zellers re-live the Cuban Missile Crisis. Leah and Dorothy uping the admissions “female factor.” Seeing Mount Rainier dominate the horizon after 78 straight days of rain. (We now live in sunny Boise and Phoenix). Stillman being Stillman. Experiencing the good and bad of hospital administration during my summer internship. Getting back together with almost all of the class of 1979 for our 25th.

If you would like to contact Mike Boyd, please email Bree Rydlun at brydlun@u.washington.edu.

Missing Alumni

We’ve lost contact with some of our alumni. 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 Beatty, 1987	Michelle Pakkala, 1987
Jane Donat, 2001	Jerome Pollard, 1983
Narumi Eguchi, 1995	Robert Rexford, 1973
Monique Fox, 1994	Deborah Roberts, 1984
Joy Gifford, 1987	Michael Robinson, 1996
Richard Hays, 1989	Marciano Rodriguez, 1999
Leila Jalinous, 1995	Richard Scott, 1983
Linda Klein, 1996	John Tabb, 1976
Bruce Miyahara, 1979	Latonya Whitley, 1992
Natalie Novick, 1979	

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

Recent News & Alumni Updates

RECENT NEWS

Announcing the Margaret T. Stanley Endowed Fellowship

In January, UW MHA alumna Margaret Stanley and her husband Thomas Bleakney made a significant gift of \$100,000 to the MHA Program. This gift established the Margaret T. Stanley Endowed Fellowship and qualified for a match with the University, increasing the total endowment to \$150,000. The Margaret T. Stanley Endowed Fellowship will specifically assist MHA students with financial need. Ms. Stanley completed her MHA in 1977, and currently serves as Executive Director of the Puget Sound Health Alliance. She regularly contributes her time to the MHA Student Career Development Program, and serves as a mentor to our students. We are deeply grateful for this gift.

ALUMNI UPDATES

Class of 1977

Thomas E. Getzen

Tom is Executive Director of the International Health Economics Association (with 2,700 members in 64 countries) and Professor of Health-care Finance at Temple University. The newest edition of his textbook was released in January (*Health Economics and Financing, 3rd ed.*, New York: John Wiley & Sons, 2007). He also produced an abridged paperback version (*Health Care Economics, 1st ed.*, with Bruce H. Allen, New York: John Wiley & Sons, 2007). Other recent publications include:

- “Costs and Value” with Steven A. Finkler, forthcoming as Chapter 17 in *Health Care Delivery in The United States*, 10th Edition, edited by Anthony R. Kovner and James R. Knickman, Springer: New York, 2007.
- “Public Health Security and Forecasting Economic Trends,” Selected Papers of Beijing Forum (2006), Peking University, Beijing, China, 2007
- “Advancing Public Health Finance,” *Journal of Public Health Management and Practice* 13(2):128-129, March/April 2007

Recent News & Alumni Updates (*continued*)

- “Public Goods and Externalities: A Research Agenda for Public Health Economics,” with Vilma G. Curande-Kulis and Stephen B. Thacker, *Journal of Public Health Management and Practice* 13(2):224-229, March/April 2007
- “Aggregation and the Measurement of Health Care Costs,” *HSR: Health Services Research* 41(5):1938-1954, October 2006

Currently, Tom’s primary research, funded by the Society of Actuaries (SOA), is building a model to forecast long-term trends in medical costs. Previous versions of this model were incorporated into the CMS and Milliman & Robertson National Health Expenditure projections. This new model will be used to assess liabilities for retiree health benefits under FAS106 and GASB43 and 45. Tom’s next research pursuit will be on the “Creation of Medical Value” using human tissue banking, working with the AATB and MTF.

Class of 1980

Jim Leonard

In May 2006, Jim was promoted from COO to Administrator of Providence St. Peter Hospital in Olympia.

Class of 1984

Dave Underriner

In June 2006, Dave took the position of Chief Executive, Portland Service Area, Providence Health and System. He works with the three acute care facilities in Portland: Providence St. Vincent Medical Center, Providence Portland Medical Center, and Providence Milwaukie Hospital. Prior to this change, he was Administrator at Providence Portland Medical Center for ten years.

Class of 1985

Nancy Orvis

Nancy is the U.S. Department of Defense Military Health System Point of Contact to the National Health IT Standards Panel under the American National Standards Institute. Since 2003, she has been responsible for representing agency positions in support of health standards in the EHR

arena. Nancy would enjoy collaborating with alumni on the topic, “Impacts of the Office of the National Coordinator for Health Technology on Pacific Northwest Health Care Industry (delivery, insurance, and vendors).” You can contact her at Nancy.Orvis@tma.osd.mil.

Class of 1990

Lynn Zimmerman

In May 2006, Lynn changed positions, leaving the Washington Health Foundation and assuming the role of COO/CFO with the Talaris Research Institute. This is an organization dedicated to advancing early learning and the importance of parenting in the first five years of life. It runs research based programs locally, nationally, and internationally with a focus on social and emotional development.

Class of 1993

Janet Liang

On January 8, Janet was named President of the Hawaii Region for Kaiser Foundation Hospitals/ Kaiser Foundation Health Plan, Inc. Janet most recently served as Executive Vice President, Columbia Region at Group Health Cooperative, and began her new role with Kaiser Permanente on March 5.

Class of 1995

Jim Hurner

Jim recently accepted a promotion within Baxter Healthcare to the position of Nutrition Specialist. This position includes primary responsibility for Baxter nutrition sales to the acute care hospital market in a ten-state area.

Class of 2000

Erin Leifer

Erin co-authored Cottage Health System’s study on the patient safety benefits of Cottage’s online PACS where she has been managing the program for ambulatory remote access to clinical information systems. Erin presented findings from the study, entitled “Web Access to Radiological Images and Voice Reports Improves Patient Safety and Care” at the annual meeting of the National

Recent News & Alumni Updates (*continued*)

Patient Safety Foundation in May 2006. This study was selected by the National Patient Safety Congress for a poster presentation.

On a personal note, Erin gave birth to her second child, Elena Marie Johnson, September 2006.

Jackie Vyas

After moving back to New Jersey, Jackie worked for Horizon Blue Cross Blue Shield of New Jersey as Senior Project Manager. She is currently home with her twin boys who are four years old this April.

Class of 2001

Angela Macey-Cushman

In May 2006, Angela graduated from Seattle University with her JD. She recently took a position as an attorney at Morrow Kidman Tinker, PLLC, which is a Bainbridge Island firm specializing in medical negligence. She would love to hear what other 2001 grads are doing these days, and if there are other MHA grads working in law. She can be contacted at superangela@hotmail.com.

Class of 2002

Heather M. Nelson

Heather was published in the February 2007 issue of Healthcare Financial Management as co-author of "Leveraging Technology to Drive Revenue Cycle Results." The article describes how an organization can make the most of revenue cycle technology, and provides five keys to success in leveraging technology to boost bottom line performance. Heather works as Senior Consultant, Life Sciences and Healthcare, at Deloitte Consulting, LLP in Chicago.

Class of 2003

Jennifer Davey

Jennifer is co-author on the article, "Training the Nation's Responders for Pandemic Influenza: A Department of Homeland Security Planning and Preparedness Initiative," which is published in the Journal of Emergency Management, November/December 2006. The article is a synopsis of a class in pandemic influenza preparedness offered

through the Center for Domestic Preparedness (CDP) for first responders, including health care administrators and public health. Jennifer was hired by CDP/DHS to write a module for the class, which turned into the article. She is now working to become an instructor – on a consultant basis – for CDP to teach the module she wrote. The class is free to administrators involved in pandemic flu planning for their organizations. You can contact Jennifer at jennifer9@alumni.creighton.edu.

Class of 2005

Jane Keary

Jane took the position of Decision Support Analyst II in Decision Support Services at Children's Hospital and Regional Medical Center on January 16. Her director is Karen Nychay, MHA 1991. Jane was previously employed by the Puget Sound Health Alliance as a research analyst.

Class of 2006

Olga Coté

Olga and her family recently left for an extended vacation in Russia. She looks forward to her children becoming truly bilingual, and her husband learning Russian as well. Olga's family may spend up to two years there, provided they can find suitable employment. Their adventures can be tracked on www.olgacotefamily.blogspot.com.

Donating to the MHA Program

If you would like to make a donation to the MHA Program, visit: <http://sphcm.washington.edu/alumni/giving.asp>, and:

1. Under "Ways to Give" click on Health Services
2. Choose a fund:
 - Health Services Excellence Fund
 - Health Services Fellowship Fund
3. Donate!