

# MASTER OF HEALTHCARE ADMINISTRATION

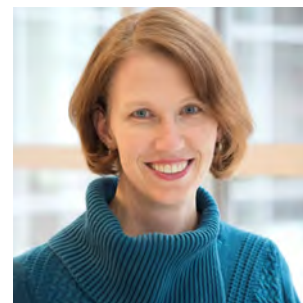


Developing the Next Generation  
of Healthcare Leaders

2019-2020 Year in Review

## Program Director's Note

As we conclude academic year 2019-2020 for the University of Minnesota MHA program, there is no denying that these are exceptional times. For the U.S. health system, the events of the past few months have demonstrated the critical connection between public health and healthcare delivery. While news reports have revealed critical vulnerabilities in hospital capacity, evidence of racial and ethnic disparities in COVID-19-related health outcomes, and the financial fragility of individuals and employers alike, they have also illustrated valuable lessons about ingenuity, problem-solving, resilience, and leadership.



In my two decades as a faculty member with the Minnesota MHA program, this year will be etched more clearly in my mind than others. This year, the program adopted a leadership team model, including Ryan Armbruster who directs executive programming; Justine Mishek who leads experiential learning and our problem-solving curriculum; and Stephanie Hagel, who directs student services. Together, we have been able to plan and execute on a number of initiatives related to our curriculum, faculty, and student experience. Notably, the leadership team undertook a seven month strategic planning process to articulate the MHA Program's vision, goals, and tactics for the next five years. An overview of the plan is included here.

As the #2 nationally-ranked graduate program in healthcare management according to U.S. News and World Report, students are at the center of everything we do. In 2019-2020, we enrolled 28 first year and 41 second year residential students (including two dual MHA-MBAs). The Minnesota MHA program attracts talented students from across the country. The diversity of our students based on their demographics, academic backgrounds and work experiences enriches the cohort learning experience, both inside and outside of the classroom. In this issue, we share some of our proudest student accomplishments.

The MHA program also welcomed 17 new executive students, representing our eleventh cohort. These students joined our 25 executive students from Cohort 10 on campus in January 2020. Later that month, faculty, staff, students, and alumni had the opportunity to attend Cohort 9's capstone presentations, which covered a broad range of topics from robotic surgery investments and tele-anesthesiology to value-based contracting in Brazil. It was wonderful to have the opportunity to celebrate with these 29 students as they successfully completed their degree requirements.

While COVID-19 has precluded us from coming together for commencement this year, on behalf of the MHA faculty, staff, and alumni, know that we are so very proud of all of our graduating students and look forward to celebrating their professional successes in years to come.

A handwritten signature in blue ink that reads "Jean Abraham". The signature is fluid and cursive, with a long horizontal line extending from the end.

Jean Abraham, PhD  
Wegmiller Professor and  
Master of Healthcare Administrator Program Director  
Division of Health Policy & Management  
School of Public Health

## Strategic Plan

The Minnesota MHA program unveiled its strategic plan for 2020-2024 this past spring. The plan includes six domains listed below, each with articulated goals and key initiatives.

**Curriculum Innovation** To deliver a theory-driven, practice-enabled educational experience that reflects current and anticipated market needs and which develops students' competencies, such that they will be prepared for leadership roles following graduation.

**Best MHA Faculty and Staff** To recruit, retain, and develop a multi-disciplinary faculty and staff team, which collectively facilitates an outstanding educational experience for every student.

**Partnerships** To actively partner and engage with our external stakeholders, including our academic peer programs, healthcare organizations, and our alumni community in order to enhance program visibility, demonstrate educational leadership, and strengthen linkages between theory and practice.

**Superior Student Experience** To create and facilitate an educational experience that is designed and delivered for the students of today and tomorrow.

**Disseminating Actionable Research** To promote the generation and dissemination of research knowledge by faculty and graduate students that informs decision-making of healthcare organizations as well as health policy.

**New Educational Offerings** To be the leader in developing new offerings that respond to emerging market needs and opportunities, domestically and internationally.



## Curriculum Innovation

The University of Minnesota's Master of Healthcare Administration (MHA) program strives to be the best in the nation at developing professionals who lead innovative, high performance healthcare organizations, while improving the health of their communities. To accomplish this, we invest in talented faculty and staff who develop and deliver a theory-driven, practice-enabled educational experience that is rigorous, forward-looking, and student-centered. Additionally, more than 200 alumni annually contribute to the student experience by sharing their expertise both inside and outside of the classroom. We are pleased to highlight recent course developments.

**Population Health** This course provides students with a strong foundation in the social determinants of health and the role that health system leaders play in driving changes in upstream factors. Stuart Grande, PhD, serves as the course accountable faculty.

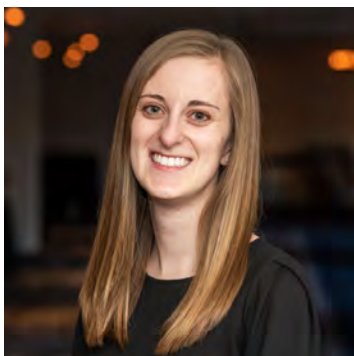
**Quality, Patient Safety, and Performance Improvement** This course, taught by Helen Parsons, PhD, is a new requirement for the residential track, and complements an existing course in the executive track, instructed by Karyn Baum, MD, MHA.

**Leading with Impact** This recently launched executive track course supports students' leadership development and complements career coaching during on-campus sessions. Kristin Roepke, MA, is the instructor.

**Post-Acute and Long-Term Care Quality** Tetyana Shippee, PhD, teaches this elective course which provides students with a deeper understanding of quality issues across the care continuum.

**Climate Change and Healthcare Delivery** This elective course identifies the threats and innovations at the intersection of climate change and healthcare. Ryan Armbruster, MHA '98, serves as the instructor.

**Mental Health Services Delivery** This new elective focuses on behavioral health innovations and is instructed by Matthew Johannsen, MHA, and Michael Troy, PhD.



*"After completing my residency in the field of mental health, I saw first hand the importance of mental health and addiction treatment. The new Mental Health Services Delivery course is an opportunity to learn more about best practices around the industry. I appreciate the MHA program's willingness to develop courses that reflect the growing needs of the market."*

*Allison Fischbach, MHA '20  
Senior Manager, Systems and Operations  
Hazelden Betty Ford Foundation*

## Learning Outside the Classroom

### Annual Fall Retreat

Carrying on the spirit of the annual MHA fishing trip, MHA students and faculty kicked off the academic year with a weekend team-building and orientation retreat at Baker Near-Wilderness in Maple Plain, Minnesota.

Pictured: MHA students play 'Minute to Win It' games at the annual fall retreat.



### Community Stewardship Initiative

MHA students continue to give back to the community. This past year 70% of students participated in Community Stewardship Initiative (CSI), a student-driven service organization committed to civic engagement through volunteer work at health organizations, homeless shelters, nursing homes, and food pantries.

Pictured: Jessica Maloy, MHA '20 and Mary Grace Hickman, MHA '20 volunteer at Cookie Cart, a Northeast Minneapolis nonprofit.



### Phillips Neighborhood Clinic

Students volunteer at Phillips Neighborhood Clinic, a student-run free clinic that provides care to patients regardless of ability to pay. This past year more than 400 volunteers helped treat 900 patients, and the clinic received the University of Minnesota Tony Digg's People's Choice award for best student group.

Pictured: Victoria Smith and Alexis Meyer, MHA '19 accept the Tony Digg's People's Choice Award for Best Student Group.



### Institute for Healthcare Improvement

This was the second year of MHA participation in the Institute for Healthcare Improvement (IHI) student chapter. Students from across the Health Sciences form interdisciplinary teams and partner with local organizations to improve quality of care.

Pictured: IHI student leaders and faculty advisors. Bjorn Berg, PhD, Ryan Hatch, Robert Hayes, MHA '20, Nathaniel Scott, MD.





MHA students tour University of Minnesota Medical Center Fairview surgery suites.

## Twin Cities Learning Lab

The MHA learning experience extends beyond the classroom. Students in the program's Twin Cities Learning Lab course visit local healthcare organizations, interact with senior leaders, and experience innovative healthcare environments. The "Walk and Gawk" course, taught by Greg Hart, MHA '76, is a longtime staple of the program. Last fall, the Class of 2021 visited ten sites in eight weeks, including visits to Hazelden Betty Ford Foundation, Minnesota Community Care, and Optum.



*"The Learning Lab allows students to learn about different types of organizations, job roles, and organizational cultures. It also deepens relationships between the MHA program, the School of Public Health, and community organizations."*

*Greg Hart, MHA '76  
Senior Fellow*



MHA Executive students at Mayo Clinic.

## Executive Program Partnerships

The MHA Executive program partners with regional healthcare organizations to form a working knowledge base for students. The partnerships are a significant part of the curriculum and provide opportunities to network and conduct projects with organizational leaders. This past year the program collaborated with Minnesota Community Care—the largest federally qualified health center in Minnesota—on an innovation project aimed to improve patient services. Students also visited Mayo Clinic where they gathered insight and inspiration from leaders in one of the best healthcare organizations in the world.



*"Industry collaboration is a critically important part of the MHA Executive experience as it provides another avenue for practical learning opportunities, exposure to new areas of the industry, and insights from leading professionals and organizations."*

*Ryan Armbruster, MHA '98  
Senior Fellow*

## The Minnesota Problem Solving Method

Problem solving remains a distinctive feature of the MHA curriculum. This year students partnered with more than 20 organizations across the U.S. to address critical issues related to care delivery and financing. First-year residential students focus on learning problem solving principles through intensive case write-ups and a group field project. In their second year capstone experience, students integrate knowledge and skills acquired throughout the curriculum and apply them to the resolution of a significant management problem in a healthcare organization. The problem solving curriculum is led by Justine Mishek, MHA '02, and supported by Greg Hart, MHA '76, Jerry Nye, MHA '77, Cari Worner, MHA '00, and 22 MHA alumni volunteers.

## Capstone During COVID

Continuing an annual tradition, Advanced Problem Solving students presented their Capstone projects. However, due to the campus closure, students presented their recommendations and fielded questions virtually on Zoom with faculty, staff, and site preceptors in attendance.



## 2020 Advanced Problem Solving Projects

### Mayo Clinic

Topic: TeleHealth Services: Long-Term Critical Access Hospital Stay Program  
Faculty Advisor: Chris Meyers Janda, MHA  
Site Preceptors: Eric Hanson, MHA, MBA;  
Jamie Newman MD, MHA, Paul Robela, MD

### Children's Minnesota

Topic: The Case for Primary Care  
Faculty Advisor: Carly Deer, MHA  
Site Preceptors: Gigi Chawla, MD, MHA;  
Hilary Carruthers, MHA, MBA

### Hazelden Betty Ford Foundation

Topic: Academic Health Center Partnerships  
Faculty Advisor: Greg Hart, MHA  
Site Preceptor: Scott Palmer, MBA

### Allina Health

Topic: Improving Hospice House Utilization  
Faculty Advisor: Jerry Nye, MHA  
Site Preceptors: Lisa Abicht-Swensen; Julia Crist, MHA

### Fairview / M Health Services

Topic: EMPATH Process and Unit  
Faculty Advisor: Dan Anderson, MHA  
Site Preceptor: Beth Heinz, MHA, MBA, MSW

### Mental Health Resources

Topic: Healthcare Services Data Strategy & Value Proposition  
Faculty Advisor: Dori Cross, PhD  
Site Preceptors: Mary Colburn; Sally Sales

### UCare

Topic: Program Development for Health and Social Needs  
Faculty Advisor: Kimberly Parrish, MBA  
Site Preceptor: Julia Joseph-Dicaprio, MD

### CentraCare Health

Topic: Developing a Clinical Care Model for Highly Complex Patients  
Faculty Advisor: Mary Ellen Wells, MHA; Tom O'Connor, MHA  
Site Preceptors: Kathy Parsons, MHA; Joe Hellie, MHA; Joe Blonski, MD; Diane Buschena-Brenna

### Fairview Physician Associates Network

Topic: Management Services Organization Project  
Faculty Advisor: Julie Pettit, MHA  
Site Preceptors: Scott Garavet; Britta Hovey, MHA

## Executive Capstone Experiences Abroad

In 2019, a team of MHA executive students collaborated with UnitedHealth Group to identify alternative payment models for Brazilian hospitals. Students William Bekker, Matthew Berggren, Jennifer Oakes, and Jerome Siy traveled to Sao Paulo and Rio de Janeiro where they worked directly with their Brazilian partners, and recommended two initiatives to improve the quality of care and lower costs of services for both patients and hospitals.

Pictured: Brazil team William Bekker, MHA '20, Jennifer Oakes, MHA '20, Jerome Siy, MD, MHA '20, and Matthew Berggren, MHA '20.



A second team, consisting of Kate Shaughnessy and Jen Chung, MD, partnered with HealthPartners International Development to evaluate Ugandan community health models and how they impact the overall health system. This field experience allowed the team to use human-centered design methods to better understand how the community-based health insurance model affects the Ugandan health system and its population.

Pictured: Uganda team Kate Shaughnessy, MHA '20 (first from left) and Jen Chung, MD, MHA '20 (middle) with health cooperative partners from the Uganda Health Cooperative Nyakatsiro Health Centre.



## Executive Capstone Finalist Presentations

In January, the MHA Executive Class of 2020, faculty, and guests, gathered for capstone finalist presentations, a display of the top six executive capstone presentations. The winning presentation, as voted on by students and faculty, was Peter Kelly's project about Robotic Surgery at MHealth Fairview.

**Kate Shaughnessy and Jen Chung, M.D.** "Health Systems Strengthening—Health Cooperatives—Lessons Learned in Southwestern Uganda" HealthPartners, Bloomington, MN and Southwestern Uganda

**Alexis Kotschevar** "Expanding Critical Care and Observation Services within Acute Psychiatric Services (APS)" Hennepin Healthcare, Minneapolis, MN

**Greg Bodene and Sehar Minhas** "Real-Time Burnout Monitoring" Optum, Eden Prairie, MN

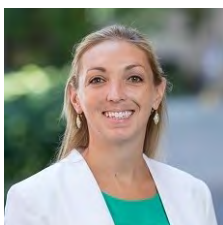
**Daniela Orza, M.D.** "Virtual Anesthesiology Tele-consult Program" M Health Fairview, Minneapolis, MN

**Jerome Siy, M.D., William Bekker, Jennifer Oakes, and Matthew Berggren** "Value-based Care and Payment Models in Brazil" Amil (UnitedHealth Group), Sao Paulo, Brazil

**Peter Kelly, M.D.** "Robot-Assisted Surgery Program: An Overview and Five-Year Strategic Plan" M Health Fairview, Minneapolis, MN

## MHA Faculty Profiles

The MHA program is supported by 29 multi-disciplinary faculty who represent a diverse mix of research active and practitioner instructors, including 9 alumni.



**Dori Cross, PhD**  
**Information Technology in Healthcare**

**What is your research focus this year?**

“A lot of my recent research focuses on post-acute care transitions. Older patients requiring continued care after hospitalization are clinically and often socially complex, and conducting handoffs in the care for these patients is fraught with quality and safety challenges. My research looks at how health IT can strengthen these transitions by providing more timely, tailored, and usable information during transition.”

**What do you enjoy about working with MHA students?**

“Our MHA students are so smart! I really enjoy facilitating classroom discussions and hearing student projects that showcase thoughtful and creative solutions to intractable healthcare problems. I am also really proud of the diverse career trajectories I see our students pursuing after graduation.”



**Kimberly Parrish, MBA**  
**Healthcare Finance**

**What do you enjoy about working with MHA students?**

“I really love coaching the final cases in class, case competition teams, and the Advanced

Problem Solving teams. It is so fun to see students apply what they have learned and go through the consulting creative process.”

**What do you enjoy about working in healthcare?**

“I am one of the founding partners/owners of Innovo Advisors, a healthcare consulting firm. What I love about consulting is the creative problem solving work that is required to lead an organization’s improvement efforts and present the results of their efforts. The bigger and messier the problem, the more challenging and exciting the project is.”

### Faculty Publications

MHA research active faculty generated more than 50 publications during the 2019-2020 academic year. A publication list is located at the end of this document.

### Research Active Faculty

Jean Abraham, PhD  
Jim Begun, PhD  
Bjorn Berg, PhD  
Jon Christianson, PhD  
Dori Cross, PhD  
Janette Dill, PhD  
Stuart Grande, PhD  
Carrie Henning-Smith, PhD  
Peter Huckfeldt, PhD  
Katy Kozhimannil, PhD  
Helen Parsons, PhD  
Tetyana Shippee, PhD

### Practitioner Faculty

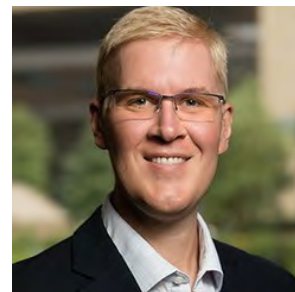
Lori Abrams, PhD  
Matthew Anderson, JD  
Ryan Armbruster, MHA  
Karyn Baum, MD, MHA  
Betsy David, MHA  
Richard Drill-Mellum, MED  
Greg Hart, MHA  
Steve Hatkin, MHA  
Matthew Johannsen, MHA  
Ruth Mickelsen, JD  
Justine Mishek, MHA  
Jerry Nye, MHA  
Kimberly Parrish, MBA  
Kristin Roepke, MA  
Gregory Steiner, MBA  
Michael Troy, PhD  
Brent Wordelman, MHA

## MHA Faculty Profiles

### Bjorn Berg, PhD Operations and Research Quality

#### What is your research focus?

"I apply operations research methods to problems and decisions in healthcare delivery settings. For me, this often means making sure the right people and resources are in the right place at the right time. I typically focus on outpatient delivery settings but have applied these methods to other contexts like operating room management."



#### What is your current project?

"My research is focused on redesigning rotation schedules and clinic operations for medical residency programs. Family medicine residency training programs are moving from hospital-focused schedules to new scheduling models that emphasize the residents' experience in their clinics and continuity with their patients. This research is in partnership with the Department of Family Medicine and Community Health at the University of Minnesota and is part of the Minnesota Learning Health System Mentored Career Training Program. It is a particularly exciting project because the residency programs we are partnered with are ready to implement changes based on what we learn."

#### What do you enjoy about teaching/working with MHA students?

"MHA students bring a breadth of experience, academic training and perspectives to the classroom and their work. Everyone benefits from this, including myself. I learn a lot about a variety of healthcare settings from the experiences MHA students have during their time in the program. The students bring a strong appetite for learning and an energy to every topic I cover."

## Faculty Spotlight



### Peter Huckfeldt, PhD, Associate Professor

Peter Huckfeldt, PhD, has been named the Vernon E. Weckwerth Professor in Healthcare Administration Leadership. Dr. Huckfeldt joined the faculty as assistant professor in 2014 and over the past six years has instructed health economics courses for MHA students in the residential and executive tracks. He maintains an active research agenda focused on the organization and payment of health care providers as well as the effects of delivery interventions targeting more vulnerable populations.

The Weckwerth Professorship was established by a generous donation from Richard Norling, MHA '75, and made possible by more than 200 donors. This honor recognizes Dr. Huckfeldt's contributions to the training of MHA students and the significant impact of his research on health policy and management.

## Faculty Speaking Events

University of Minnesota MHA Faculty are thought leaders. They are often asked to share their expertise with industry, policy, and community stakeholders. Sharing research findings and perspectives aim to fulfill the program's mission of disseminating research, advancing the field of healthcare administration, and improving the health of communities.

### Harry Harwick Course on Healthcare Administration

Faculty contributed to the 2020 Harry Harwick Course on Healthcare Administration, an interprofessional conference co-sponsored by Mayo Clinic and the MHA program. Jean Abraham, Ryan Armbruster, Janette Dill, Justine Mishek and Stuart Grande represented the program as course speakers. Jamie Newman, MD, MHA '17, Jean Abraham and Justine Mishek served as co-directors. The conference was simulcast from Mayo Clinic from Rochester, Minnesota and Phoenix, Arizona.



### Selected Faculty Presentations

**Jean Abraham**, *Trends in Individual Market Stability*. AcademyHealth's Stabilizing Individual Health Insurance Markets Meeting, Washington, DC, (September, 2019)

**Ryan Armbruster**, *Improving Patient Experience: Healthcare Innovators*, Manova Global Summit on the Future of Healthcare, Minneapolis, MN, (October, 2019)

**Carrie Henning-Smith**, *Rural counties with majority Black or Indigenous populations suffer the highest rates of premature death in the US*. Health Affairs Press Briefing, National Press Club, Washington DC, (December, 2019)

**Katy Kozhimannil**, *Building Resilient Communities*, Healthy Futures Summit & SPH 75th Anniversary Gala, Minneapolis, MN, (December, 2019)

**Justine Mishek**, *Strategic Leadership and Execution in Minnesota's Dynamic Health Care Environment*, Minnesota Hospital Association Leadership Institute, Plymouth, MN, (March, 2020)

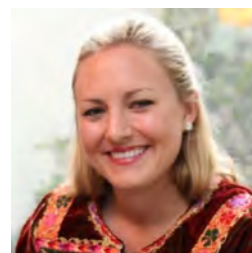


## Student Voices

### Kate Shaughnessy MHA Class of 2020, Executive Track

“I enjoy exploring ideas about how we can make health systems work better, both in the U.S. and around the world. My MHA cohort-mates and I have rich discussions about single-payer health systems, the move to value-based care, healthcare as a human right, current health policies, and general advancements in population health. I believe my MHA has provided me with the business, operations, and public health acumen to drive change and improve the health and economic prosperity of the public. “

Right, bottom: Kate pictured with fellow student Jen Chung, MD, in Uganda as part of her capstone project.



### Harrington Joe MHA Class of 2020, Residency Track

“My residency experience was one of the most rewarding experiences of my life. I spent the summer in Pennsylvania working at Geisinger's Health Plan under the Chief Population Health Officer. My project was to work with managers and physicians to develop and advance end-of-life illness strategies. The support of the program—especially alumni—was instrumental to successfully completing the project. An extensive alumni network makes it easy for graduates to find mentors, discuss ideas, and seek career guidance.”

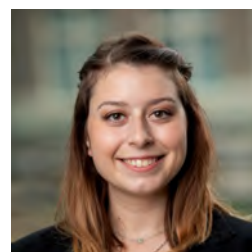
Right, bottom: Harrington volunteers at A Night to Shine.



### Elizabeth Garfinkel MHA Class of 2021, Residency Track

“The MHA Program is a tight-knit learning community. We learn together and everybody is excited to be here. We work together in class, but I also enjoy the learning that takes place outside of the classroom. Entering the program with a background in public health, I was thrilled to be able to volunteer at Phillips Neighborhood Clinic as a community health worker. The program shapes students to become excellent healthcare leaders both within and outside of the classroom.”

Right, bottom: Elizabeth and the Class of 2021 celebrate Friendsgiving 2019.



## COVID-19 Response

COVID-19 issues were integrated into several spring 2020 courses, leading to 'real-time' discussions of its impact on our health system.

### Courses

#### Legal Considerations in Healthcare Services Organizations

Second-year students discussed the emergency measures healthcare organizations are undertaking along with the legal ramifications that might stem from such measures.

#### Operations Research and Quality in Health Care

First-year students heard from guest speakers about how quality improvement tools are used to maximize and conserve personal protective equipment.

#### Principles of Problem Solving in Health Services Organizations

One first-year student team collaborated with a specialty clinic to help it operate given constraints created by COVID-19, while another worked to develop best practices for running an incident command center remotely.

### UMN Medical Reserve Corps

In March, the M Health Incident Command Center, through the UMN Medical Reserve Corps, invited MHA students to volunteer their administration skills to the COVID response effort. Many students accepted the opportunity to experience Incident Command in a large academic medical center.

**Kai Thompson, MHA/MBA '20**, works on shifting non-essential outpatient services to a virtual model, and communicating the change to patients. Kai notes, "My choice to attend graduate school was motivated by a desire to transition into the healthcare industry and use my skills to have a positive impact on people's lives. That has been the most enjoyable part of this volunteer experience."



**Kristy Strain, MHA '21**, volunteers with the Metro Compact Critical Care Working Group. Kristy attends daily virtual meetings between area hospitals to build communication infrastructure and best practices among Twin Cities health systems. "These opportunities allow me to see the immense collaboration between organizations to ensure that each hospital has what it needs to provide care."



**Sam Clark, MHA '20**, coordinates the surge plans for the Fairview Health Services hospital system, and assists MHA students as they begin their volunteer work through the Medical Reserve Corps. He will begin an administrative fellowship with M Health Fairview this summer. "Seeing the collaborative nature of the work and multiple leadership styles come together behind a common cause has been a great learning experience during this uncertain time."



#### Celebrating Commencement Virtually

This year's celebrations honored the graduating classes virtually. We look forward to when we will be able to celebrate together in person.

## COVID-19 Response

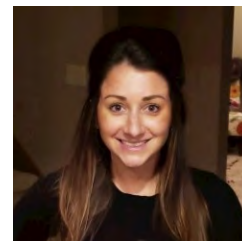
### MHA Executive Students

Executive students are called to manage a broad scope of operational efforts.

#### **Christina Bible, MHA '21**

##### **Quality and Safety Improvement Advisor, M Health Fairview**

"I support staffing management and redeployment efforts in getting the new Covid hospital site, warmly nicknamed "Bethesda Cov," stood up. Now that we are up and running I am building some tools for the teams to manage redeployment efforts as well as taking on quick-hit improvement projects. One such project is around managing nutrition carts for Covid patients."



#### **Kelly Forman, MHA '22**

##### **Strategic Business Specialist, UC Davis Health**

"I am the point of contact and coordinator for all non-PPE donations to our health system. As local businesses and restaurants reach out to seek to donate anything from meals to care packages to skin care to unsold Girl Scout cookies, I coordinate the intake to ensure they meet our compliance requirements and that we are tracking the distributions to ensure they are equitably distributed to our healthcare workers."



#### **Grant Kennon, MHA '20**

##### **Vice President/General Counsel, Sky Lakes Medical Center, Oregon**

"I serve as co-chief of logistics under our Incident Command Structure, which formed in March. In conjunction with our two co-chiefs of operations, we are working on everything from securing and manufacturing PPE, to developing alternative sites for the delivery of care, managing caregivers who cannot return home due to exposure."



#### **Mark Nelson '21**

##### **Care Center Administrator, Vi at Palo Alto, California**

"I am an administrator of a long term care facility, comprised of Skilled Nursing, Assisted Living, and a Memory Care Unit. My resident population, being older and more vulnerable, presents an even greater risk from the COVID-19 crisis. We are on full lockdown and our residents are affected mentally and emotionally from confinement to their rooms and visitor restrictions. My staff nurses and CNAs work with integrity and bravery, despite fears for their own safety and welfare. My management staff and I work extended hours but the bond we have formed would not be possible under "business as normal" circumstances."



## Case Competitions

Case competitions provide an opportunity for students to put theory learned in the classroom into practice while addressing some of the most pressing issues that exist in healthcare delivery today. The MHA Program supports students' participation to extend learning beyond the classroom and encourage engagement with students in peer programs. This year more than 40% of our students applied their knowledge and skills to a real-world problem in a case competition. While the case competition season was cut short due to the pandemic, we are proud of those who represented the MHA Program and the University of Minnesota in local and national competitions.

### National Association of Health Service Executives Case Competition

Alina Okamoto, MHA '21, Ruth Gebremedhin, MHA '20, and Ebyan Abdisalam, MHA '20, took third at the National Association of Health Service Executives Case Competition in Washington, DC. The team recommended a human centered design approach to improve homelessness conditions in the San Francisco Bay area. The plan included the formation of a health system team to coordinate care and develop a permanent house community—a three phase plan consisting of Intentional Care, Inclusive Design, and Innovative Community.



Pictured: Team with coaches Justine Mishek, MHA '02, and Kim Parrish.

### Clarion Case Competition

Kelsey Mihm, MHA '21, represented the MHA program in the local CLARION Case Competition, which focuses on inter-professional teamwork to address critical population health issues. Together with teammates Rachel Mills, MPH '20 and Melissa Glynn, MOT '20, the team took first place with their solution to reduce African American maternal and infant mortality in Wisconsin.



### University of Alabama at Birmingham Case Competition

Karin Lund, MHA '20, Megan Olson, MHA '20, and Braden Hellstern, MHA '20, took third at the University of Alabama at Birmingham Case Competition. Tasked with reducing wait times at the VA, the team was recognized for their novel proposal to create personalized access windows and plans for veterans by using artificial intelligence and machine learning.



## Case Competitions

### Yale Health Services Innovation Case Competition

The Class of 2021 team of Kelsey Mihm, Tryg Jensen, Michelle Wise and Kristy Strain tied for first place at the Yale Healthcare Services Innovation Case Competition. Charged with creating a solution for treating seniors in their homes, the team's innovative, wholistic patient care model is under consideration to be implemented by the sponsoring organization.



### UMN Global Health Case Competition

Executive track student Kate Shaughnessy, MHA '20, and a cross-functional team of students from across the University of Minnesota took second place in the UMN Global Health Case Competition. Their case involved prevention and cessation plans for electronic nicotine delivery systems in China's Guandong Province.



*"Coaching a case competition team is an experience like no other. As a graduate program educator, I learn something new from each competition and from each team. Being a coach is a way to continue to grow in my own leadership and management skills. The topics are relevant and our students find creative, futuristic ways to solve the many problems presented."*

*"The reason I come back year after year is to witness the confidence that is built within our students through this experience. You can see students connecting the dots between the various concepts and skills we all teach. The student team "aha" moments and witnessing the confidence they gain after presenting their idea to healthcare professionals for the first time is why coaching will continue to be a part of my work here at the University. It is not often that we can see our teachings come alive in this way."*

*Justine Mishek, MHA '02  
Senior Lecturer*

## Graduation

### MHA Program Class of 2020



Ebyan Abdisalam



Chelsea Akin



Haley Beers



Nicole Carpetto



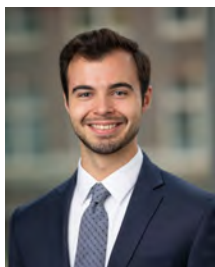
McKenzie Chase



Sam Clark



Michaela DeGrande



Michael DeGuire



Julia Egofske



Spencer Eisele



Eric Felderman



Allison Fischbach



Meghan Flyke



Emily Friedrich



Taylor Gansmoe



Ruth Gebremedhin



Robert Hayes



Braden Hellstern



Mary-Grace Hickman



Hunter Hill



Adam Jensen



Harington Joe



Karin Johnson



Ishvinder Kaur



Michael Labrador

## Graduation

### MHA Program Class of 2020



Karin Lund



Jessica Maloy



Ann McLaughlin



Sarah Militello



Carrie O'Connor Walker



Josie Olson



Megan Olson



Krupali Patel



Ross Pickett



Josh Rostad



Kai Thompson



Ashleigh Vandenbrink



Spencer Waters



Sarah Weatherman



Cole Wensman



Logan Wood

## Graduation

### MHA Executive Program Class of 2020



Dan Behrens



William Bekker



Matt Berggren



Nate Blad



Gregory Bodene



Jen Chung



Trisha Curioz



Ann Drvol



Michael Ebbert



Tyson Frodin



Priyangani  
Goonathilaka



Matt Hunt



Erin Keene



Peter Kelly



Emily Kornhoff



Alexis Kotschevar



Mary Beth Lydon



Alisha Miller



Sehar Minhas



Afrah Mohamed

## Graduation

### MHA Executive Program Class of 2020



Samrina Naqvi



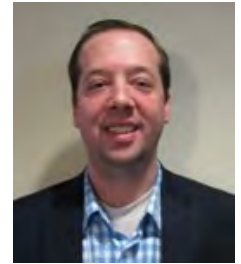
Michah Niermann



Jennifer Oakes



Daniela Orza



Cameron Prescott



Kate Shaughnessy



Jerome Siy



Bao Vang



Jamie Walski

## Class of 2020 Awards

### James A. Hamilton Award

**Karin Lund** received the James A. Hamilton Award. The award is given to the graduating student who has demonstrated the greatest promise of achievement, as voted on by those in the graduating class.



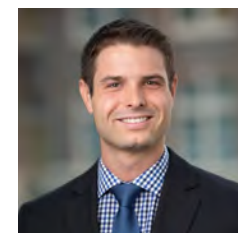
### Class of 1954 Award

**Karin Johnson** received the Class of 1954 Award in recognition of the best clerkship project during summer residencies. Karin Johnson completed her summer residency at Rhode Island Hospital and leveraged the MHA alumni network to complete an excellent clerkship project.



### Stewart C. Thomson MD Memorial Award

**Cole Wensman** received the Stewart C. Thomson MD Memorial Award in recognition of enthusiasm, fraternalism, and selflessness toward classmates and the program in healthcare administration, as voted on by those in the graduating class.



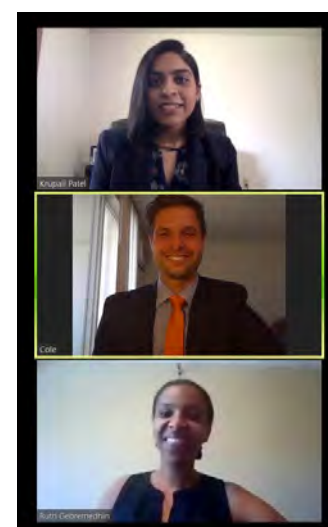
### MHA Executive Capstone Award

**Peter Kelly, MD**, received the MHA Executive Capstone Award honoring the best executive MHA capstone project, as voted on by peers and faculty. Dr. Kelly's capstone explored a five-year strategic plan for M Health Fairview's Robotic-Assisted Surgery Program.



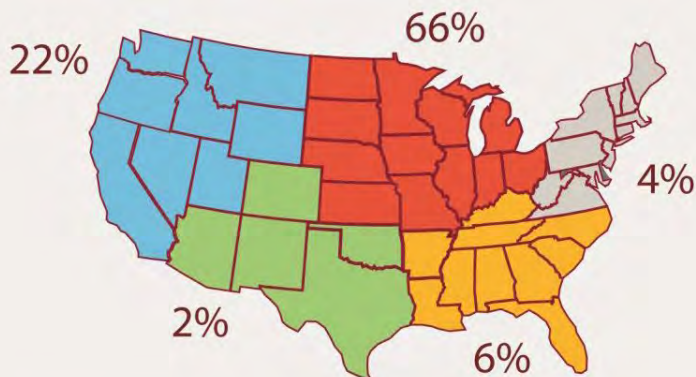
### Bright M. Dornblaser Award

**Ruth Gebremedhin**, **Krupali Patel**, and **Cole Wensman** received the Bright M. Dornblaser Award in recognition of the best capstone project, as voted on by peers and faculty. Their project focused on expanding member access to services at UCare. Their UCare preceptor was Dr. Julia Joseph-Di Caprio, and their faculty advisor was Kim Parrish.

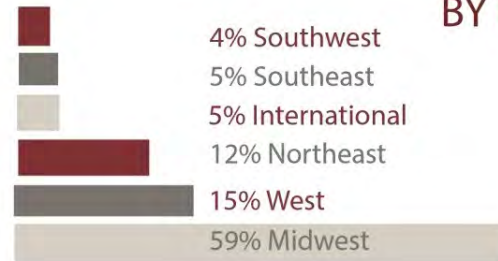


## 2019-2020 CLASS PROFILE

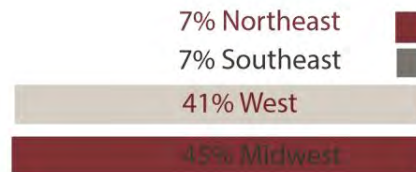
### CLASS OF 2020 AND 2021 HOME STATES



### CLASS OF 2020 SUMMER RESIDENCIES BY REGION



### CLASS OF 2019 EMPLOYMENT BY REGION

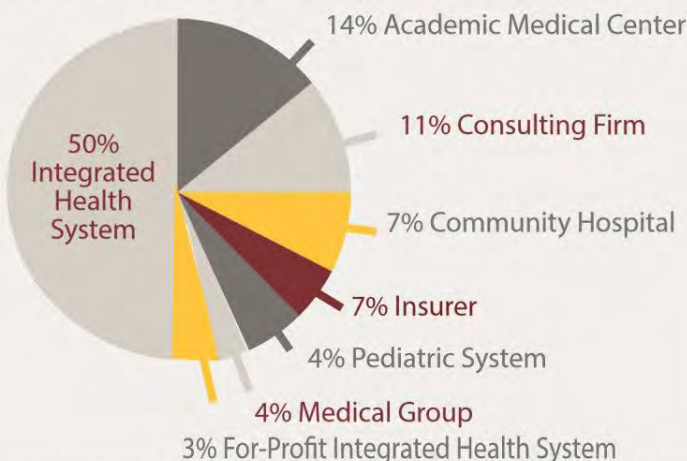


### CLASS OF 2019 SALARY DATA

80% FELLOWSHIPS  
\$68,273  
average salary

20% JOBS  
\$110,000  
average salary

### CLASS OF 2019 EMPLOYMENT BY INDUSTRY



100% of students are connected with alumni mentors during their time in the MHA program



#2

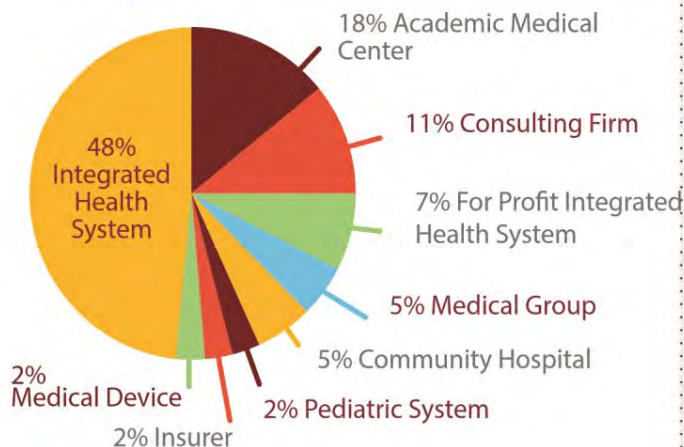
Health Care Management  
Program in the U.S.



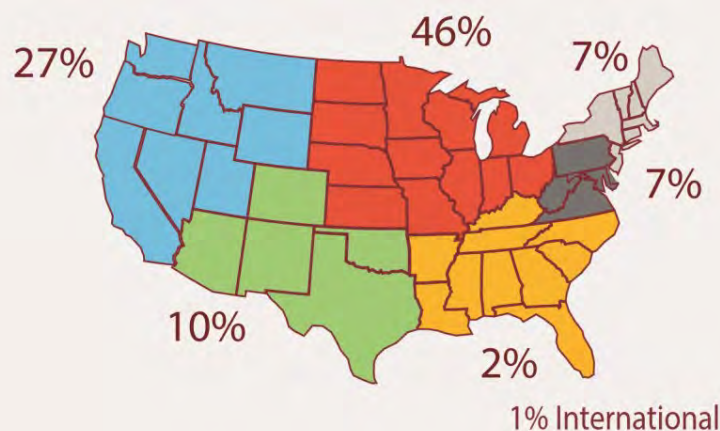


## MHA EXECUTIVE PROGRAM CURRENT STUDENTS

### EMPLOYMENT BY INDUSTRY



### GEOGRAPHIC PLACEMENT

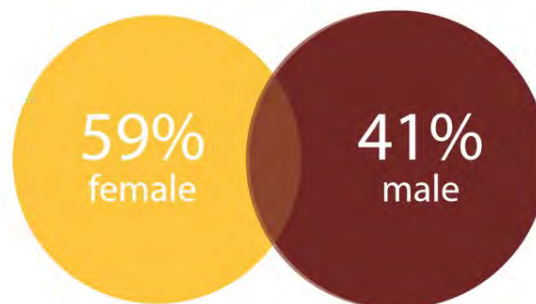


40%  
Clinical  
Professionals  
(32% Physicians)

37.5  
Average Age

28%  
Students  
of color

10 years  
Average work  
experience



#2

Health Care Management  
Program in the U.S.



## Selected Publications of Research Active MHA Faculty for January 2019-May 2020

### Jean Abraham

*Dr. Abraham's research focuses on employer and employee decision-making with respect to health benefits, employer wellness program evaluation, and competition issues in provider and insurance markets.*

Abraham, J., 2015 to 2019. "Individual Market Volatility and Vulnerability". *The Russell Sage Foundation Journal*, forthcoming.

Anderson, D., Abraham, J., Drake, C., 2019. "Rural-Urban Differences in Individual-Market Health Plan Affordability after Subsidy Payment Cuts". *Health Affairs* 38(12): 2032-2040.

Drake, C., Abraham, J., 2019. "Individual Market Health Plan Affordability After Cost-Sharing Reduction Subsidy Cuts". *Health Services Research*, 54(4): 730-738.

Abraham, J., 2019. "Employer Wellness Programs – A Work in Progress". *JAMA*, 321(15): 1462-1463.

Abraham, J., Royalty, A., Drake, C., 2019. "Plan Choice and Affordability in the Individual and Small Group Markets: Policy and Performance – Past and Present". *Health Affairs*, 38(4): 675-683.

Linnan, L., Leff, M., Martini, M., Walton, A., Baron, S., Hannon, P., Abraham, J., and Studer, M., 12 March 2019. "Workplace Health Promotion and Safety in State and Territorial Health Departments: A National Mixed-Methods Study of Activity, Capacity and Needs for Growth". *BMC Public Health*, 19: 291.

### James Begun

*Dr. Begun studies the structure, strategy, and performance of health care and public health organizations and professions. Where feasible, he utilizes a complexity science perspective to better understand those topics.*

Hanh Q. Trinh and James W. Begun., January-December, 2019. "Strategic Differentiation of High-Tech Services in Local Hospital Markets". *Inquiry*, vol. 56,

James W. Begun and Hanh Q. Trinh., [July/August 2019](#). "Determinants of Community-Related Expenses of US Tax-Exempt Hospitals, 2013". *Journal of Public Health Management and Practice*, vol. 25, no. 4, pp. 316-321.

Schelomo Marmor, Bonnie Jerome-D'Emilia, James W. Begun, Jane Yuet Ching Hui, Ariella M. Altman, Scott Kizy, and Todd M. Tuttle., February, 2019. "Trends in Lobular Carcinoma in Situ Management: Endocrine Therapy Use in California and New Jersey". *Cancer Causes & Control*, vol. 30, no. 2, pp. 129-136.

### Bjorn Berg

*Dr. Berg's research focuses on applying operations research methods and analytic approaches within health care delivery settings. He is interested in understanding the inherent uncertainty in complex health care systems and developing strategies to mitigate its effects. In particular, my research interests are in the decisions surrounding health care operations, planning, and scheduling and what their implications are in developing policies, evaluating quality measures, and measuring outcomes.*

Lobo, J. M., Erdogan, S. A., Berg, B. P., Kang, H., Clements, M. B., Culp, S. H., and Krupski, T. L., 2019. "Provider Scheduling to Maximize Patient Access". *Urology Practice*, 10-1097.

Berg, B., Longley, G., and Dunitz, J., 2019. "Improving Clinic Operational Efficiency and Utilization With RTLS". *Journal of Medical Systems*, 43(3), 56.

Berg, B., and Vandenbrink, A., December, 2019. "Using Simulation to Evaluate Provider Scheduling Heuristics in Specialty Outpatient Clinics". *Winter Simulation Conference (WSC)* (pp. 1232-1242). IEEE.

## Selected Publications of Research Active MHA Faculty for January 2019-May 2020

### Jon Christianson

*Dr. Christianson's research focuses on the evaluation of treatment processes, competition in healthcare markets, public reporting of provider performance, and financial incentives in health care.*

Crosson, F. J., & Christianson, J. B., 2019. "Managing the Cost of Medicare Part B Drugs: Implications for the Program and Beneficiaries". *JAMA Internal Medicine*, 179(3), 380-382.

Crespin, D. J., Christianson, J. B., McCullough, J. S., and Finch, M. D., 2019. "Do Health Systems Respond to the Quality of Their Competitors? *The American journal of Managed Care*.

### Dori Cross

*Dr. Cross' research seeks to understand and promote organizational changes that improve care coordination and transitions of care for complex patient populations. Her interdisciplinary training combines organizational studies, implementation/improvement science, and informatics. She uses EHR-generated data and creative mixed methods approaches to explore use and evaluation of health information technology, team-based approaches to care, and organizational capacity for change and innovation in response to a constantly evolving delivery system landscape.*

Cross, D. A., McCullough, J. S., Banaszak-Holl, J., and J Adler-Milstein, 2019. "Health Information Exchange Between Hospital And Skilled Nursing Facilities Not Associated With Lower Readmissions". *Health Services Research*, 54(6): 1335-1345.

Cross, D. A., Qin, X., Huckfeldt, P., Jarosek, S., Parsons, H., Golberstein, E., 2019. "Use of Medicare's Behavioral Health Integration Service Codes in the First Two Years: an Observational Study". *Journal of General Internal Medicine*, Online First December 16, 2019.

Cross, D. A., McCullough, J. S., Adler-Milstein, J., 2019. "Drivers of Health Information Exchange Use During Post-Acute Care Transitions". *American Journal of Managed Care*, 25(1): e7-17.

Everson, J. B., Cross, D. A., 2019. "Mind the Gap: The Potential of Alternative Health Information Exchange". *American Journal of Managed Care*, 25(1): 32-38.

Cross, D. A., Nong, P., Cohen, G. R., Lemak, C. H., Linden, A. and Adler-Milstein, J., 2019. "Practice Strategies To Improve Primary Care For Chronic Disease Patients Under A Pay-For-Value Program". *Healthcare*, 7(1): 30-37.

### Janette Dill

*Dr. Dill's research focuses on the health care workforce, with an emphasis on low- and middle-skill health care workers. She studies the use of credentialing and career ladders in health care settings to improve worker skills and quality of care, and the rewards to workers for participation. She also examines the use of low- and middle-skill workers in care teams across different health care settings.*

Yavorsky, Jill and Janette Dill (forthcoming). "Does Unemployment Predict Male Entry Into Female-Dominated Occupations?" *Social Science Research*.

Dill, Janette and Melissa Hodges, 2019. "Is Health Care The New Manufacturing? Industry, Gender, And "Good Jobs" For Low- And Middle-Skill Workers." *Social Science Research*. <https://doi.org/10.1016/j.ssresearch.2019.102350>

Janette Dill, Jennifer C. Morgan, Emmeline Chuang, and Chivon Mingo, 2019. "Medical Assistants In Primary Care: Evaluating Role Redesign Efforts". *Medical Care Research and Review*. <https://doi.org/10.1177/1077558719869143>.

## Selected Publications of Research Active MHA Faculty for January 2019-May 2020

### Stuart Grande

*Dr. Grande works as a medical sociologist with a deep interest in the social and behavioral factors that contribute to health inequities. His current research and teaching considers the collaborative benefits of novel technologies on patient-provider communication. He applies principles of community-based participatory research (CBPR) with innovative models of health communication like shared decision making (SDM) to improve the way individuals, families, and clinicians engage with health and the healthcare system.*

Coylewright, M., O'Neill, E., Sherman, A., Gerling, M., Adam, K., Xu, K., Grande, S. W., Dauerman, H. L., Dodge, S. E., Sobti, N. K., Saunders, C. H., Schott, S. L., Elwyn, G., Durand, M. A., 2020. "The Learning Curve for Shared Decision-making in Symptomatic Aortic Stenosis". *JAMA Cardiology*. Jan 29.

Mikal, J.P., Beckstrand, M. J., Grande, S. W., Parks, E., Oyenuga, M., Odebunmi, T., Okedele, O., Uchino, B., Horvath, K., Jan. 2020. "Online Support Seeking And Breast Cancer Patients: Changes In Support Seeking Behavior Following Diagnosis And Transition Off Cancer Therapy". *Health Communication*. 13;:1-10.

Adams, L. V., Maseko, T. S. B., Talbot, E. A., Grande, S. W., Mkhontfo, M. M., Simelane, Z. Z., Achilla, A. A., and Haumba, S. M., 2019. "Integrated and Patient-Selected Care Facilitates Completion of Isoniazid Preventive Therapy in Eswatini". *Public Health Action* 9 (4): 153–58.

Mikal, J. P., Grande, S. W., Beckstrand, M., 2019. "Organizing Facebook Data into Quantifiable Social Support Metrics: A Coding Scheme to Evaluate Support Exchanges Among Breast Cancer Patients". *Journal of Medical Internet Research*. 21(10): e12880.

### Carrie Henning-Smith

*Dr. Henning-Smith conducts research with the goal of moving toward health equity for all, with a particular focus on historically marginalized populations in order to illuminate structural barriers to health and well-being and practical policy solutions. Under this broad umbrella, her work falls into two distinct, but overlapping themes: 1.) illuminating disparities in health and access to care, especially for older adults and rural residents, and 2.) investigating the ways in which environment, from immediate living environment to broader geographical context, impacts health.*

Henning-Smith, C., Hernandez, A., Neprash, H., Lahr, M. (In press). "Differences By Rurality In Satisfaction With Care Among Medicare Beneficiaries". Forthcoming at *Journal of Rural Health*.

Henning-Smith, C., Hernandez, A., Hardeman, R., Ramirez, M., and Kozhimannil, K., 2019. "Rural Lives Lost: Rural Counties with Majority Black or Indigenous Populations Suffer Highest Rates Of Premature Death". *Health Affairs*, 38(12), 2019-2026.

Kozhimannil, K., Interrante, J., Henning-Smith, C., and Admon, L., 2019. "Rural-Urban Differences in Severe Maternal Morbidity and Mortality in the United States, 2007-2015". *Health Affairs*, 38(12), 2077-2085.

Henning-Smith, C., Kozhimannil, K.B., and Prasad, S., 2019. "Barriers to Nursing Home Care For Non-Elderly Rural Residents". *Journal of Applied Gerontology*, 38(12), 1708-1727.

Henning-Smith, C., Moscovice, I., and Kozhimannil, K., 2019. "Differences in Social Isolation and Its Relationship to Health by Rurality". *Journal of Rural Health*, 35(4), 540-549.

Henning-Smith, C., Prasad, S., Casey, M., Kozhimannil, K.B., and Moscovice, I., 2019. "Rural-Urban Differences in Medicare Quality Scores Persist After Adjusting For Sociodemographic and Environmental Characteristics". *The Journal of Rural Health*, 35(1), 58-67.

## Selected Publications of Research Active MHA Faculty for January 2019-May 2020

### Peter Huckfeldt

*Dr. Huckfeldt's research investigates the organization and payment of health care providers; the structure of health insurance; and the effects of delivery interventions targeting more vulnerable populations.*

Skopec, L., Huckfeldt, P. J., Wissoker, D., Aarons, J., Dey, J., Oliveira, I., Zuckerman, S. "Home Health and Other Post-Acute Care Use in Medicare Advantage and Traditional Medicare." *Health Affairs*. Forthcoming.

Huckfeldt, P., Escarce, J., Pane, J., Popescu, I., 2020. "Black-White Differences in High Quality Hospital Use for Coronary Heart Disease Across Geographic Regions." *Medical Care*. 53(3): e16-e22.

Huckfeldt, P. J., Reyes, B., Engstrom, G., Yang, Q., Diaz, S., Fahmy, S., Ouslander, J., 2019. "A Multicomponent Care Transitions Program for Hospitalized Older Adults: Implementation and Evaluation." *Journal of the American Geriatrics Society*. 67(12): 2634-2642.

Joshi, S., Nuckols, T., Escarce, J., Huckfeldt, P., Popescu, I., Sood, N., 2019. "Regression to the Mean in the Medicare Hospital Readmissions Reduction Program." *JAMA Internal Medicine*. 179(9): 1167-1173.

Huckfeldt, P., Escarce, J., Sood, N., Yang, Z., Popescu, I., Nuckols, T., 2019. "Thirty-Day Postdischarge Mortality among Black and White Elderly Patients in the Medicare Readmissions Reduction Program." *JAMA Network Open*. 2(3): e190634.

Weissblum, L., Huckfeldt, P., Karaca-Mandic, P., Escarce, J., Sood, N., 2019. "Skilled Nursing Facility Participation in Medicare's Bundled Payments for Care Improvement Initiative: A Retrospective Study." *Archives of Physical Medicine and Rehabilitation*. 100(2): 307-314.

### Katy Kozhimannil

*Dr. Kozhimannil conducts research to inform the development, implementation, and evaluation of health policy that impacts health care delivery, quality, and outcomes during critical times in the lifecourse, including pregnancy and childbirth.*

Kozhimannil, K. B., Interrante, J., Tuttle, M. S., Henning-Smith, C. "Changes in Hospital-Based Obstetric Services in Rural US Counties, 2014-2018". *JAMA*, Accepted for publication.

Kozhimannil, K. B., Chantarat, T., Ecklund, A.M., Henning-Smith, C., Jones, C., 2020. "Maternal Opioid Use Disorder and Neonatal Abstinence Syndrome Among Rural Us Residents, 2007-2014". *Journal of Rural Health*. 2020 Jan. doi: 10.1111/jrh.12385.

Kozhimannil, K. B., Interrante, J., Henning-Smith, C., Admon, L. K., 2019. "Rural-Urban Differences in Severe Maternal Morbidity and Mortality in the United States". *Health Affairs*; 38(12):2077-2085.

Kozhimannil, K. B., Westby, A., 2019. "What Family Physicians can do to Prevent Maternal Mortality". *American Family Physician*; 100(8):460-461.

Hardeman, R. R., Karbeah, J., Almanza, J., Kozhimannil, K. B., 2019. "Roots Community Birth Center: A Culturally-Centered Care Model for Improving Value and Equity In Childbirth". *Healthcare*, c Jul 29:100367. doi: 10.1016/j.hjdsi.2019.100367. [Epub ahead of print].

Kozhimannil, K. B., 2019. "Bringing Parenting Policies in Line with Evidence at US Schools of Public Health". *American Journal of Public Health*; 109(5):651-653.

## Selected Publications of Research Active MHA Faculty for January 2019-May 2020

### Helen Parsons

*Dr. Parson's research focuses on the benefits, risks, and results of healthcare interventions so that patients, clinicians and policy makers can make more informed decisions. Much of her work focuses on cancer survivorship, where she has expertise in implementation and evaluation of large survivorship studies, including the development and use of survey and administrative data to examine health and psychosocial outcomes. My overall goal is to identify effective strategies to improve the quality and value of healthcare.*

Rhee, T. G., Palawski, P., Parsons, H. M., 2019. "Health-Related Quality of Life among US Adults with Cancer: Potential Roles of Complementary and Alternative Medicine for Health Promotion and Well-Being". *Psycho-Oncology*. In Press.

Keegan, T. H. M., Parsons, H. M., Chen, Y., Maguire, F. B., Morris, C. R., Parikh-Patel, A., Kizer, K., Wun, T., 2019. "Impact of Health Insurance on Stage at Cancer Diagnosis Among Adolescent And Young Adults". *Journal of the National Cancer Institute*. In Press.

Parsons, H. M., Penn, D., Li, Q., Pollock, B., Malogolowkin, M. H., Wun, T., Keegan, T. H.M., 2019. "Increased Clinical Trial Enrollment among Adolescent and Young Adult Cancer Patients between 2006 and 2012-2013 in the United States". *Pediatric Blood and Cancer*. Jan 66(1): e27426.

### Tetyana Shippee

*Dr. Shippee's research focuses on what really matters to people as they age, such as quality of life measures (like social interactions with others and meal enjoyment) in long-term care settings and the role of racial, ethnic, and socioeconomic disparities for older adults' quality of life.*

Tetyana Shippee P., Weiwen Ng, Amy Restorick Roberts, and John R. Bowblis., 2020. "Family Satisfaction With Nursing Home Care: Findings And Implications From Two State Comparison." *Journal of Applied Gerontology* 39, no. 4 (2020): 385-392.

Tetyana Shippee P., Lindsay R. Wilkinson, Markus H. Schafer, and Nathan D. Shippee., 2019. "Long-Term Effects of Age Discrimination on Mental Health: The Role of Perceived Financial Strain." *The Journals of Gerontology: Series B* 74, no. 4 (2019): 664-674.

Tetyana Shippee P., Weiwen Ng, John Bowblis, Yinfei Duan, Odichinma Akosionu, and Mark Woodhouse. "Racial Disparities In Nursing Home Residents: Quality Of Life: Does The Gap Persist Over Time?" *Innovation in Aging* 3, no. Supplement\_1 (2019): S780-S780.

Tetyana Shippee P., Nathan Shippee, Karl Fernstrom, Patrick Mobley, Monica Frazer, Judy Jou, and Heather Britt. "Quality Of Life for Late Life Patients: Mixed-Methods Evaluation of a Whole-Person Approach for Patients With Chronic Illnesses." *Journal of Applied Gerontology* 38, no. 7 (2019): 910-930.