

# MASTER OF HEALTHCARE ADMINISTRATION



Developing the Next Generation  
of Healthcare Leaders

2020-2021 Year in Review

## Program Director's Note

As we conclude the 2020-2021 academic year, there is no denying that this year has been exceptionally challenging for students as well as faculty and staff. As COVID-19 swept across the country and globe, health system vulnerabilities emerged, including supply shortages, ICU bed capacity, and workforce burnout. The pandemic's effects also have illustrated our country's vast healthcare and health inequities, reflected through statistics as well as stories of individuals and families whose lives have been profoundly affected by this virus. Overlapped with the traumatic events of racial injustice we have witnessed and the ensuing social movement, there is a clear call for each of us to ask what role we play as individuals and as educational institutions in addressing these systemic challenges.

As you will see in this newsletter, the MHA Program has begun to make strategic investments related to diversity, equity, and inclusion to ensure that future cohorts of students will have an educational experience that prepares them to effectively lead diverse workforces and serve diverse patient populations. I am proud of the commitment and effort that our faculty, staff, students, and alumni are making toward advancing our DEI-related goals. Of course, the challenges we face do not have 'quick fixes.' Rather, they require sustained commitment of human and financial resources to develop and implement changes to practices and policies that foster a more inclusive and equitable program climate.

This year is also marked by MHA faculty and staff transitions, including the upcoming retirements of Dr. James Begun and Dr. Jon Christianson, who together have more than 50 years of experience teaching Minnesota MHA students. We are fortunate to have invested over the past several years in new faculty and academic staff, most recently recruiting Associate Professor Sayeh Nikpay and Senior Lecturer Matt Anderson.

Annually, the MHA Program delivers more than 40 courses as well as extensive leadership and professional development programming for our residential and executive students. The Program also works closely with the MHA Alumni Association/Foundation Board and School of Public Health Alumni Relations Office to offer alumni educational and networking events. Our success in these efforts is due to the hard work and dedication of many individuals, including the leadership team of Ryan Armbruster, Justine Mishek, and Stephanie Hagel as well as the entire faculty and staff. Finally, with our 'theory-driven, practice-enabled' model of learning, our students' educational experience is greatly enriched by more than 150 alumni and friends who gave of their time this year as volunteers and guest lecturers. Thank you!

Sincerely,



Jean M. Abraham, PhD  
Wegmiller Professor and Director  
Master of Healthcare Administration Program

## Diversity, Equity, and Inclusion Efforts

### Strategic Priority Accelerated by MHA Students' Letter to Faculty

In April 2020, the MHA Program released its five year strategic plan, including a call for increased intentionality and investment to promote greater diversity, equity, and inclusion (DEI). One month later, the death of Mr. George Floyd sparked an urgent call to action. Demonstrating their commitment to anti-racism and problem-solving competencies, a collective group of current students and young alumni drafted a letter to administration outlining specific concerns and recommendations for the Program to pursue in order to enhance diversity, promote inclusion, and begin dismantling the policies and practices that have contributed to systemic and institutional racism.

### MHA DEI Roadmap

The Program convened a workgroup starting in mid-2020 and invited student participation to develop a roadmap outlining five core components to be addressed. These include issues of access, training and professional development, climate and culture, curriculum and competency development, and faculty and staff diversity. Below is a brief overview of the tactics that have been implemented since September 2020:

- Reviewed and revised admissions and scholarship award processes to promote the recruitment and retention of diverse cohorts of students in residential and executive tracks.
- Surveyed faculty instructing core MHA courses on how they incorporate issues of health and healthcare disparities, including content on the impact of systemic racism. Plans are in place for additional curricular innovation during summer 2021.
- Initiated a process to evaluate alignment between the diversity of our students and their exposure to external speakers.
- Delivered professional development and training around anti-racism for faculty, staff, and students during the academic year.

### Student Initiative: Antiracist Reading Club

Members of the MHA residential cohort of 2021 decided that they wanted to be aware of, and educated on, the inequities that Black, Indigenous, and People of Color (BIPOC) face every day due to structural racism, a dominant factor influencing many health disparities. As future healthcare leaders, students believe they are well-positioned by their power and privilege and maintain responsibility to help dismantle structural racism. To promote dialogue, students formed a reading group that met bi-weekly to talk about themes of systemic racism and its intersection with health and health care. Topics included what it means to be an antiracist with a discussion of the book "How to Be an Antiracist" by Ibram Kendi and "So You Want to Talk About Race" by Ijeoma Oluo. Other topics included the history of systemic racism, racism in Minnesota, intersectionality, LGBTQIA+ and healthcare, and current events such as police brutality, the Chauvin trial, and attacks against the Asian American Pacific Islander communities.



## Diversity, Equity, and Inclusion Efforts

### MHA Alumni Diversity, Equity, and Inclusion Panel

The DEI government chairs Daniel Okabue, MHA '22 and Katie Larin, MHA, '21 along with DEI graduate assistant Alina Okamoto, MHA '21 hosted a virtual alumni DEI panel with young alumni Jon DeYoung, MHA '19, Sangeeta Vijayagopalan, MHA '15, and Sumukh Sathnur, MHA '16 to share their experiences with DEI initiatives in their current or past roles and offer advice for engaging in DEI work as students start their healthcare careers. More than two-thirds of students and faculty attended the panel, and some takeaways included finding and creating spaces for uncomfortable conversations; how to participate in committees to learn and meet others to understand their lived experiences; and to not be afraid to ask questions of organizational leaders regarding DEI initiatives and efforts.

Panel: Diversity, Equity, and Inclusion in the Workplace


Distinguished Alumni Panel Members



Sumukh Sathnur, MHA '16  
Division Administrator of Neurosurgery  
Ann & Robert H. Lurie Children's Hospital



Sangeeta Vijayagopalan, MHA '15  
Administrator  
Duke Primary Care



Jon DeYoung, MHA '19  
Administrative Fellow  
Cone Health

Join us to understand, gain insight, and become inspired.

Monday, April 19, 2021  
12:15 pm CST

Zoom Link: <https://umn.zoom.us/j/92439391803>

Hosted by:  
Katie Larin  
Daniel Okabue  
Alina Okamoto

### MHA AA/F DEI Committee

The MHA Alumni Association/Foundation (AA/F) launched a DEI committee in January 2021. The group engaged with program leaders to develop recommendations for how to best prepare students to serve diverse communities and lead diverse workforces. Alumni have provided recommendations related to competency development on DEI-related content; shared examples from their industry experiences around DEI investments and initiatives to promote curricular innovation, and identified opportunities for how alumni may support BIPoC students and other alumni. Conversations were facilitated to identify professional development and continuing education opportunities for our MHA alumni community as well.

*"The DEI alumni panel was an amazing event that helped me answer questions I had of how to inspire change to promote DEI and create an environment where we all can have difficult conversations... I'm excited for the opportunity to apply strategies the panel discussed to help drive future DEI initiatives in an organization and the community."*

Furhan Siddiki, MHA '22

## Student Experience

### Learning in a Virtual Classroom

For the 2020-2021 academic year, the School of Public Health and MHA Program delivered courses virtually via Zoom in response to the public health emergency and physical facility constraints. Clearly, learning in the virtual classroom had its advantages and disadvantages. As Dominick Mesdjian, MHA '22 notes, "One major barrier to learning virtually was the difficulty in engaging with other classmates and professors. Personally, my ability to learn relies heavily on interactive learning and working with others, which ultimately made this experience more difficult." Other students, including Samta Bhakta, MHA '22 highlighted the additional flexibility, noting that virtual learning provided, "the combination of freedom and structure. I was able to balance extracurricular courses because I could structure the virtual environment around my personal life."

### Learning Outside the Virtual Classroom

#### Phillips Neighborhood Clinic (PNC)

Students have the opportunity to volunteer at PNC, a student-run clinic that provides free care to patients, regardless of their ability to pay. This past year, telehealth services were implemented to allow medication refill appointments to be conducted via Zoom. Rahat Verma, MHA/MBA '22 notes, "The Phillips Neighborhood Clinic has been an integral part of my professional development during my time at the U of M. It has allowed me the opportunity to practice interprofessionalism first-hand alongside students from other health programs in order to better serve the community."

#### Institute for Healthcare Improvement (IHI)

Dr. Bjorn Berg as faculty adviser leads the student chapter of IHI, which allows students to collaborate in interprofessional teams while partnering with local organizations. This year, M Health Fairview, the Community University Health Care Center, and Hennepin County Medical Center partnered with IHI to undertake a variety of projects, including C. diff prevention, health equity, and NICU bathing compliance. Becca Ruff, MHA '22 shares, "I was excited to get to work with and learn from a group of interdisciplinary students. Due to the diversity of experiences my group brings, the approaches and solutions are creative and comprehensive. I will utilize the project management skills my group taught me throughout my career."

#### Center for Health Interprofessional Programs (CHIP)

Housed in the Health Sciences Education Center, CHIP is an internationally recognized center that provides structure, support, and inspiration for initiatives geared toward encouraging health professional students to collaborate across disciplines and learn from each other's perspectives. Chloe Goodman, MHA '22 shares "As an MHA student, I love that we become close as a cohort, but being able to step outside of that and work on projects with other health professional students has helped me develop as a future healthcare leader. It breaks down the silos of our programs and welcomes different ideas and perspectives on solving healthcare problems."

## Student Experience

### Interprofessional Education (IPE) Scholars

The IPE Scholars program offers health science students a chance to increase their knowledge about interprofessional education and develop interprofessional collaboration skills. Completing the IPE Scholars program will allow students to earn a formal distinction to be added to their transcript. Claire Knutson, MHA '22 shares, "I am always looking for ways to break down the barriers between clinical healthcare professions and administrative healthcare professionals and the IPE Scholars program seemed like a great place to do that work. The program has exposed me to new ways of learning about interprofessional collaboration, and has given me a network of people with a shared interest to learn from."

### Medical Reserve Corps

The University of Minnesota Medical Reserve Corps is part of a national initiative to coordinate and mobilize volunteers on a local level for public health crises or large scale disasters. Over the past year, students have been involved in various COVID-19 related initiatives, including offering support for M Health Fairview's command center and participating in vaccine rollout plans. Many students had a desire to get involved with the community at the beginning of the pandemic, but weren't sure where to start. Kristy Strain, MHA '21 responds, "MRC provided a great solution to that by deploying students in a virtual manner to serve on a variety of projects. From participating in research to working as a community connector, there are truly opportunities for everyone!"

### ACHE Stull Essay Competition

ACHE's Richard J. Stull Essay Competition allows developing healthcare executives to write about a healthcare management topic of their choice and are evaluated based on several factors, including significance of the topic and innovativeness of the approach. First-year residential MHA student Emily Johnson was awarded first place in the graduate portion of this national essay competition, for her work entitled, "Reimagining the Future of Acute Care: Implementing Home Hospital Care Programs to Achieve the Triple Aim and Reduce Health Disparities." She notes, "A highlight of the experience was learning a week before my final submission that CMS decided to temporarily grant payment to hospitals for acute care at home programs in light of the pandemic. This was exciting because it felt like additional validation that others saw the same promise in HAH programs that I did."



### Professional Association Networking Opportunities

While COVID-19 has made in-person networking events impossible in most cases, MHA students have still had the chance to further their professional development this year, through engagement with the Minnesota Medical Group Management Association (MMGMA) and the Healthcare Information and Management Systems Society (HIMSS). Dr. Sue McClernon, advisor for Professional Association Networking states, "In working with MHA students, I share the amazing benefits that come from professional networking. As students meet leaders in their industry, they benefit from finding residency and fellowship opportunities, gain opportunities for new mentors and increase their understanding about the industry they are joining."

## Summer 2021 Residency Placements

Forty first-year students are headed to administrative residencies in healthcare organizations across the country.

**Allina Health** - Buffalo/Cambridge, MN

**Allina Health** - Minneapolis, MN

**Blue Cross Blue Shield** - Minneapolis, MN (2)

**CentraCare** - Monticello, MN

**ChildServe** - Des Moines, IA

**Cleveland Clinic** - Cleveland, OH (2)

**CVS Health** - Woonsocket, RI

**Geisinger Health** - Danville, PA

**Hartford HealthCare** - Hartford, CT

**Hazelden Betty Ford Foundation** - Center City, MN (2)

**HealthPartners** - Bloomington, MN (2)

**Intermountain Healthcare** - Salt Lake City, UT

**Intermountain Healthcare** - St. George, UT

**MaineHealth** - Portland, ME

**Marshfield Hospital and Clinics** - Eau Claire, WI

**Mayo Clinic** - Eau Claire, WI

**MercyHealth** - Rockford, IL

**Minnesota Urology** - St. Paul, MN

**MultiCare Health System** - Spokane, WA

**Northwestern Medicine** - Chicago, IL

**Plante Moran** - Detroit, MI

**Prime Therapeutics** - Bloomington, MN

**Pueblo Community Health Center** - Pueblo, CO

**Seattle Cancer Care** - Seattle, WA

**Swedish American** - Rockford, IL

**Twin Cities Orthopedics** - Bloomington, MN

**UCHealth** - Denver, CO (3)

**UCHealth** - Steamboat Springs, CO

**UNC Health Care** - Chapel Hill, NC

**University of Chicago Medicine** - Chicago, IL

**University of Minnesota Physicians** - Minneapolis, MN

**University of Pittsburgh Medical Center** - Pittsburgh, PA

**Western WI Health** - Baldwin, WI

**Winona Health System** - Winona MN



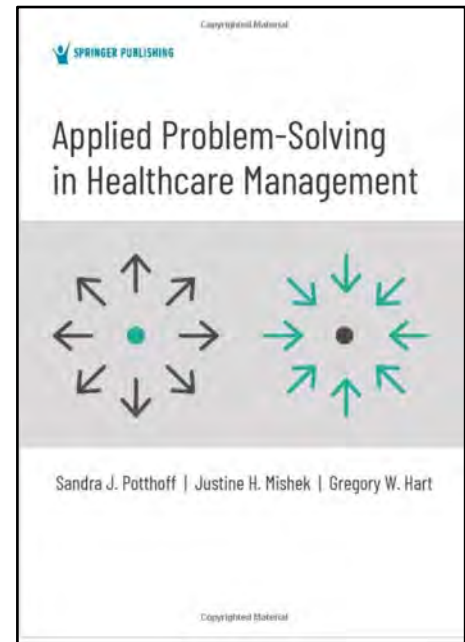


## The Minnesota Problem Solving Method

Problem solving remains a distinctive feature of the MHA curriculum. This year, students partnered with more than 13 organizations across the nation to address critical issues related to care delivery and financing.

First-year residential students focus on learning problem-solving principles with the addition of a newly published book, *Applied Problem-Solving in Healthcare Management*, co-authored by Justine Mishek, MHA '02, Greg Hart, MHA '76, and Professor Emeritus Sandra Potthoff, PhD.

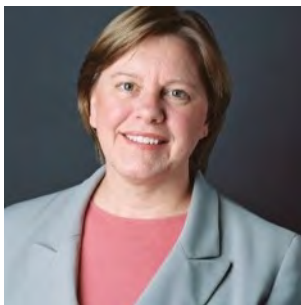
In their second-year capstone experience, students integrate knowledge and skills acquired throughout the curriculum and apply them to the resolution of a significant management problem in a healthcare organization. The problem solving curriculum is led by Justine Mishek, MHA '02, and supported by Greg Hart, MHA '76, Jerry Nye, MHA '77, and more than 20 MHA alumni volunteers.



## Solving Problems the Minnesota Way: A Celebration

On February 18, 2021, the MHA Alumni Association/Foundation celebrated the legacy of the problem solving method and heard from a panel of alumni who use the method to solve challenging problems in their organizations. Panelists and presenters included Justine Mishek, MHA '02, Christine Bent, MHA '94, Julia Crist, MHA '14, Rachel Kuhnly, MHA '19, Karin Lund, MHA '20 and Jerry Nye, MHA '77. This event was moderated by Heidi Mastrud, Director of Alumni Relations.

## *Applied Problem-Solving in Healthcare Management* Co-Authors



Sandra Potthoff, PhD  
Emeritus Professor



Justine Mishek, MHA '02  
Senior Lecturer



Greg Hart, MHA '76  
Senior Fellow



## Case Competitions

### National Association of Health Services Executives Case Competition

Alina Okamoto, MHA '21, Malik Williams, MPH '21, and Moriam Yarrow, MHA '22 took first runner-up at the National Association of Health Services Executives' virtual case competition this past fall. The team recommended a digital, value-based population health strategy for chronic care management to improve the lives of the Houston population for CommonSpirit Health.

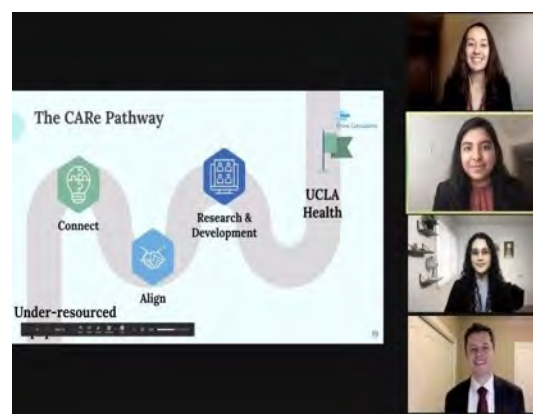
*Pictured: Team presenting at the finals*



### University of California Los Angeles Case Competition

Tanner Hegge, MHA '21, Ashley Aviles Brizuela, MHA '22, Muskaan Gupta, MHA '22, and Margit Herrmann MHA '22, participated in the UCLA Center for Healthcare Management Case Competition and finished in 3rd place out of 57 teams. Their team, Prime Consultants, was tasked with creating a long-term telehealth strategy for UCLA Health that addresses healthcare disparities within Los Angeles County.

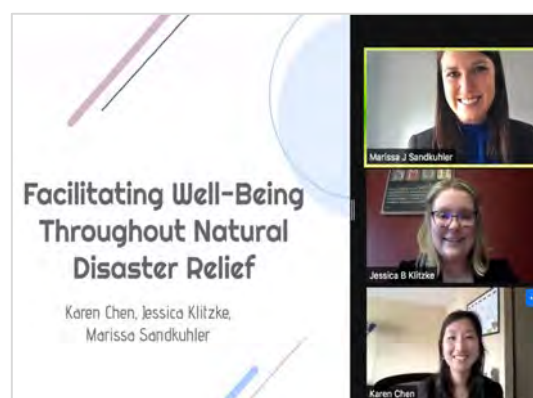
*Pictured: Team practicing before their final round*



### Clarion Case Competition

Marissa Sandkuhler, MHA '22, Karen Chen, MPH '22, and Jessica Klitzke, PharmD '23, took first place in the 2021 University of Minnesota Local Clarion Case Competition and proceeded to take fourth place at the National Competition. The Clarion Case Competition challenged teams to work interprofessionally to develop a service that would facilitate well-being for families migrating to the contiguous United States after being displaced by natural disasters.

*Pictured: team presenting their final product*



## Case Competitions

### UMN Global Health Case Competition

Isabella Bennett, BS, Karen Chen MPH, Asmaa Ferdjallah, MD, Chenwei Yan BS, and Moriam Yarrow, MHA '22 took second place in the UMN Global Health Case Competition this spring. The team recommended a strategic plan to prevent a national/worldwide pandemic, preserve Mumbai and stakeholders' economic interests, and mitigate fear of virus and outbreak.



Pictured: team presenting their final product

### Cornell Sloan- Henry Ford Health System Case Competition

Tanner Hegge, MHA '21, Michelle Nicholson, MHA '21, Thien-Huong Tran, MBA/MHA '21, and Rahat Verma, MBA/MHA '22 took third runner-up and "Most Innovative Solution" at the Inaugural Cornell Sloan - Henry Ford Health System case competition this spring. The team recommended a proactive, hierarchy of controls based, digital model for Henry Ford's Occupational Health patients across a variety of industries.



Pictured: team presenting their final product

### Cleveland Clinic Case Competition

Three teams that represented the MHA program reached the quarter finals of the virtual Cleveland Clinic Case Competition. Engaged students included Erin Green, MHA '22, Jacob Haag, MHA '22, Abigail Roskop MHA '22, Daniel Okabue MHA '22, Rahat Verma MHA '22, Brock Aberle, MHA '22, Muskaan Gupta, MHA '22, Priya Gupta, MHA '22, and Jessica Vattiprolu, MHA '22. Teams were tasked with finding solutions to improve services for colorectal cancer patients and their endoscopy clinic.

### Other Case Competitions

Even though competitions were hosted virtually, participation among Minnesota students was robust. Other case competitions in which student teams participated included the University of Alabama Birmingham Case Competition, Ohio State University Case Competition, Advocate Aurora, Global Health, Clarion Local Case Competition, Cornell Sloan Program and Henry Ford Health System, Interdisciplinary Health Data Competition, and BAHM Case Competition.

## Advanced Problem Solving Capstone Projects

### HealthPartners

Topic: Outpatient Access Points and Service Design

Faculty Advisor: Greg Hart, MHA

Site preceptor: Leslie Dockan, RN, MHA

### Allina Health

Topic: Hospital at Home Expansion

Faculty Advisor: Jerry Nye, MHA

Site preceptors: Rachel Kuhnly, MHA and Julia Crist, MHA



### Anoka Metro Regional Treatment Center

Topic: Patient Care Tracks and Length of Stay

Faculty Advisor: Dan Anderson, MHA, M.Ed.

Site preceptors: Carlie Ferguson, LICSW and Jayme Lopuch, LICSW

### Hazelden Betty Ford Foundation

Topic: Medicaid Enrollees & Low-Income

Individuals Access to Substance Use Disorder

Faculty Advisor: Kim Parrish, MBA

Site preceptors: Jennifer Lohse, JD and Emily Piper, JD



### MHealth Fairview

Topic: Environmental Stewardship Strategies

Faculty Advisor: Ryan Armbruster, MHA

Site preceptors: Rafael Andrade, MD, MHA, LeeAnn Born, MHA, and April Schumacher

## Executive Capstone Finalist Presentations

In January, the MHA Executive Class of 2021, faculty, and guests, gathered virtually to listen to the five Executive Capstone finalist presentations. Team-based and individual projects once again spanned a fascinating range of topics, including virtual healthcare service transformation, Native American health services, racial disparities in healthcare service delivery, and anti-racist praxis for healthcare education and supporting community health needs.



## MHA Faculty Profiles

### Janette Dill, PhD Healthcare Human Resources Management

#### What are you currently researching?

Most of my research has to do with low-wage direct care healthcare workers where I am looking at wage penalties versus other workers and how much less they make as compared to other occupations that do not provide care. I will be starting a large project focused on the supply and stability of the long-term care workforce and thinking about the number of direct care workers needed to care for the elder population, accounting for turnover of these workers. Lastly, I will be looking at employment trajectories of low-wage healthcare workers before, during, and after Covid-19. I am doing quantitative and qualitative work to examine how the pandemic has impacted career plans and direct care work for the future.



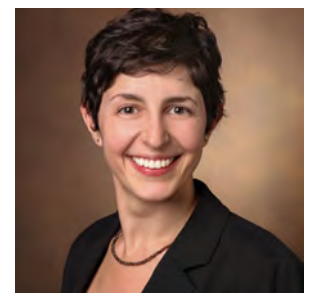
#### What do you enjoy most about working with MHA students?

I love teaching and advising. I find both to be rewarding because students are curious and eager to learn. I particularly enjoy all of my conversations with students and end up learning a lot from them, given their experiences working in healthcare organizations, including residential students in their summer residencies and executive students in their full-time positions. I am able to learn what it is like on the ground, and I find it fun and extremely valuable.

### Sayeh Nikpay, PhD Statistics for Health Management Decision Making

#### What are you currently researching?

My research uses large administrative datasets and advanced statistical techniques to study the economics of the hospital sector. Since coming to the U last fall, I've started a health services research and emergency medicine affinity group with doctors at the University of Minnesota Department of Emergency Medicine and Hennepin County Medical Center. Our group has been studying how hospital closures in rural communities affect Emergency Medicine Services agencies and also identifying factors that predict performance on the Centers for Medicare and Medicaid Services' sepsis quality metrics.



#### What do you enjoy most about working with MHA students?

Teaching in a top program is such a treat - the caliber of students is so high and I enjoy how students really strive to learn the material. Also, the thought that my students might be using what I've taught them to improve health care is inspiring. I also learn from my students, who come from diverse backgrounds and bring unique experiences.



## MHA Faculty Profiles

Helen Parsons, PhD

Quality, Patient Safety, and Performance Improvement

### What are you currently researching?

My current projects focus on improving care and outcomes for cancer survivors as approximately 39% of men and women will be diagnosed with cancer during their lifetime (National Cancer Institute, 2020). With an estimated 17 million cancer survivors in the United States, understanding opportunities to support access to timely and equitable care will ensure the best outcomes for this population.



### What lessons do you hope to impart on your students as they begin their administrative careers?

Stay curious and stay connected. You have an exceptional foundation for supporting the needs of health systems, providers, patients and other stakeholders. With an ever evolving healthcare climate, we need individuals like you to propose new, innovative solutions for everything from the delivery to financing of healthcare - just like you did each day in our class discussions. Also, stay connected. We have a strong, engaged MHA alumni network that prides itself on supporting and connecting our alums - use that resource. I look forward to seeing the work of our MHA Class of 2021!

Matt Anderson, Esq.

Legal and Ethical Considerations in Health Services Organizations

### What do you enjoy most about working with MHA students?

I love to learn, and students ask great questions and bring their own experience to different topics and they push on common assumptions. I believe that I learn more and more with each class, paper, assignment, and one-on-one interaction, which continues to fuel me.



### What lessons do you hope to impart on your students as they go into their administrative careers?

I want students to remember that continuous learning and education does not stop, it transforms into different types of education. Within the healthcare sector and administrative roles they go into, through their insights they show the real value that students bring to an organization, which includes overall judgement, personal values, a sense of social responsibility, and commitment to doing things better and right. Students leaving the program have a desire to learn and integrate what they learn with their own values and sense of purpose.

## MHA Faculty Profiles

### Brent Wordelman, MHA Health Finance 2

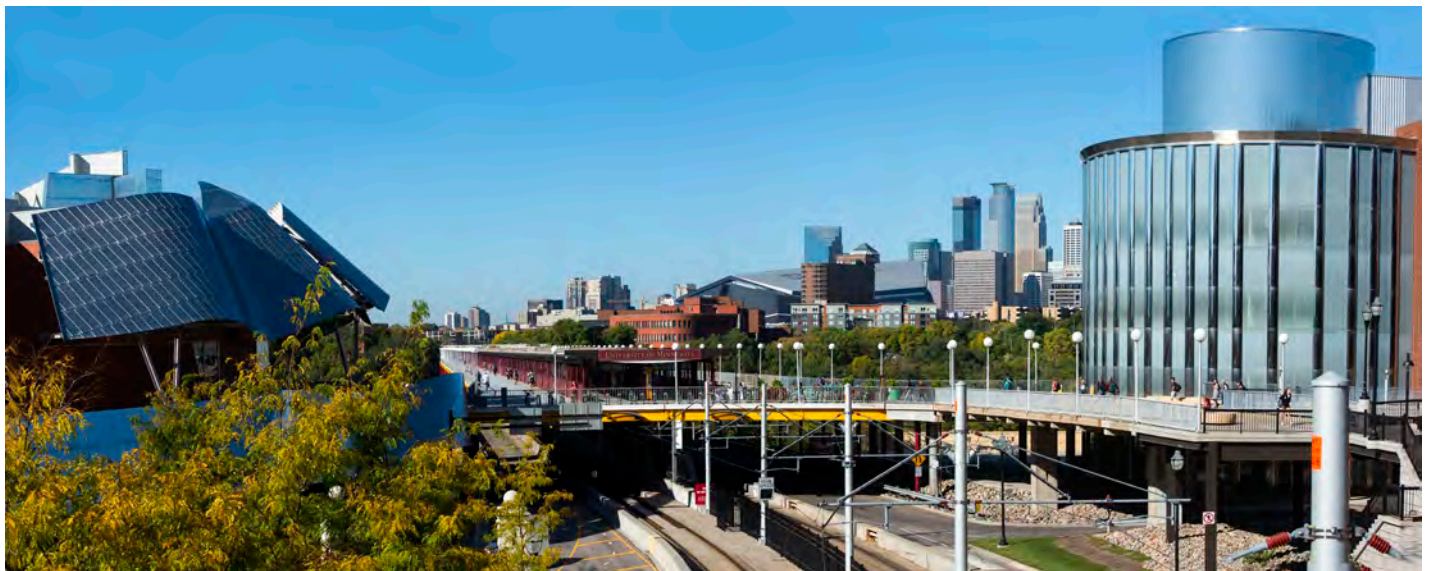
#### **What do you enjoy most about working with MHA students?**

The learning environment and student engagement in the topics create a rewarding experience for me, and contributes to my continuous learning! Also, I enjoy the diverse experiences and perspectives of each executive student and the varying level of experience with finance across each cohort. Each student brings valuable knowledge and perspective from an area of health care that contributes to the topics and experience of the course. The students are receptive to the materials and format of the course allowing for a successful learning environment.



#### **What lessons do you hope to impart on your students as they go into their administrative careers?**

My goal is that students understand the role that finance plays in health care and how it will impact their roles as leaders. While most students may not be focused in finance, I still believe it is important they have an understanding of healthcare economics and finance. Margins for health systems and providers are very thin, which creates an environment of finite resources. As leaders, it will be a daily challenge to balance needs and resources, supply and demand. This is why it is so important for students to understand financial principles and tools so they are prepared to operate effectively in this dynamic and challenging environment.



## Program-Alumni Engagement

### Resilience in Healthcare Leadership: Practicing Self-Care to Prevent Burnout

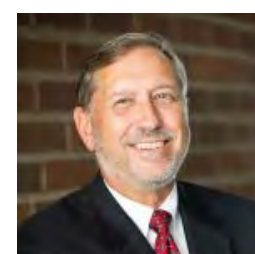
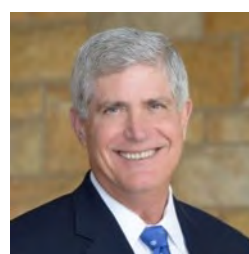
On May 4th, the MHA Program and the MHA Alumni Association hosted an event focused on self-care and burnout prevention. The guest speaker was Dr. Amer Kaissi, professor of healthcare administration at Trinity University. This event examined the recent COVID-19 pandemic and how that has magnified stressors that healthcare leaders face like chronic stress. Dr. Kaissi identified key behaviors that leaders can practice when leading themselves, their teams, and organizations through the current pandemic and beyond. Dr. Kaissi proposed a practical model of resilience with specific behavior that was based on compelling case studies from his extensive executive coaching experiences. After, MHA alumni and students were invited to connect virtually to share their experiences, exchange ideas, and build their professional networks.



This event also honored the retirement of Dr. Jim Begun, MHA faculty member since 1997 and program director from 1998-2002.

### Lessons in Leadership | Leading in Challenging Times

The School of Public Health's MHA Program and the MHA Alumni Association event on May 11th included a panel of accomplished healthcare leaders reflecting on leadership in challenging times. Panelists included Mohammad Bushnaq, MHA '17, Director of Hospital Operations at St. Luke's Health - Texas, Dr. John Fankhauser, MD, MHA '19 and CEO of Ventura County Medical Center and Santa Paula Hospital, and Sherie Hickman, MHA '83, CEO at Sutter Delta Medical Center. The panel was moderated by Ron Werft, MHA '80 President and CEO at Cottage Health. Panelists addressed challenges related to rolling power failures, climate-related disasters, and the pandemic. Following the event, a virtual networking event was offered for MHA alumni and current students. This event also honored the retirement of Dr. Jon Christianson, James A. Hamilton Chair in Healthcare Management and MHA faculty member since 1988.

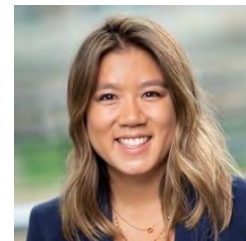




## Class of 2021 Awards

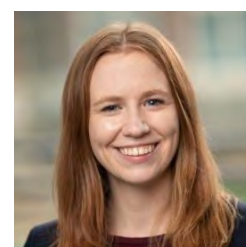
### James A. Hamilton Award

**Alina Okamoto** 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.



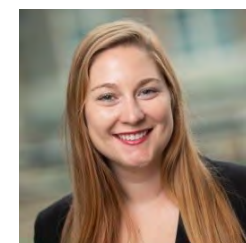
### Class of 1954 Award

**Laurel Pearson** received the Class of 1954 Award in recognition of the best clerkship project during her summer residency at MHealth Fairview. Her project examined how hospital flow and length of stay could benefit from extending specific services into weekends, what specific services were causing barriers, and how Interventional Radiology could specifically extend its care.



### Stewart C. Thomson MD Memorial Award

**Katie Larin** 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

**Jeffrey Borut, Erhan Dincer, Baye Diouf, and Eric Scott** received the MHA Executive Capstone Award honoring the best executive MHA capstone project, as voted on by peers and faculty. Their capstone explored beyond the hospital healthcare for MHealth Fairview.

### Bright M. Dornblaser Award

**Natalie Gaines, Ben Grothe, Grisel Isidor, Kristy Strain, and Lauren Vlaanderen** 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 Substance Abuse Disorder treatment services to low-income populations at Hazelden Betty Ford Foundation.

### Faculty Teaching Awards

As voted on by the Executive 2021 Cohort, **Senior Lecturer Ruth Mickelsen** received the MHA Executive Teaching Award, and as voted on by the Residential 2021 Cohort, **Senior Lecturer Lori Abrams** received the MHA Class of 1981 Faculty Teaching Award.



## Graduates

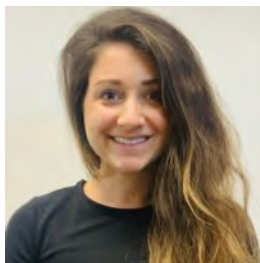
### MHA Executive Class of 2021



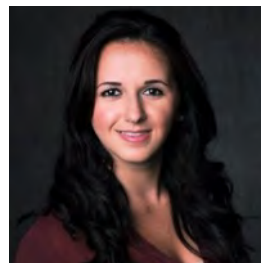
Tony Blair



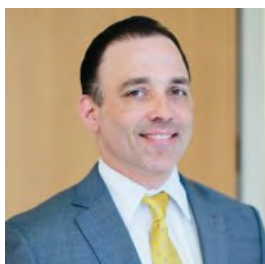
Jeffrey Borut



Christina Bible



Caitlyn Bralick



Jon Braman



Erhan Dincer



Baye Diouf



Margaret Doose



Rachael Flohrs



Kristen Gorman



Natasha Kanwar



Elizabeth Lindemann



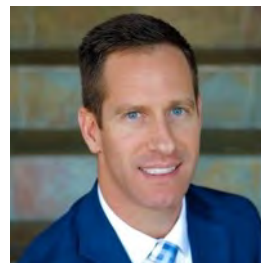
Jayme Lopuch



Hayleigh McLellan



Caitlin Millman



Mark Nelson

Graduates

MHA Executive Class of 2021



Maria Ordonez



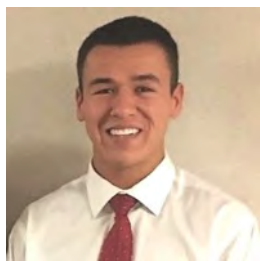
Bill Richardson



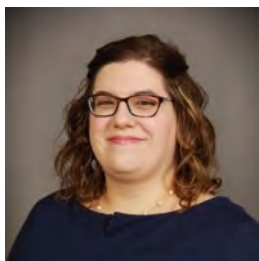
Alexandria Robbins



Eric Scott



Dash Thunder



Sarah Walstein

## Graduates

### MHA Residential Class of 2021



Kevin Ball



Justin Bayles



Matthew Bladen



Reuben  
Christianson



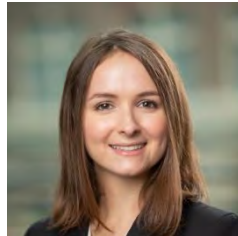
Avery Clifford



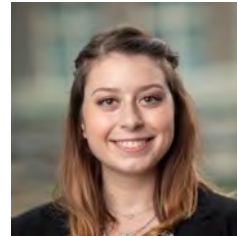
Alisa Fadden



Erik Fagerstrom



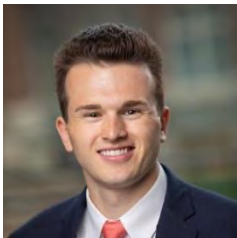
Natalie Gaines



Elizabeth Garfinkel



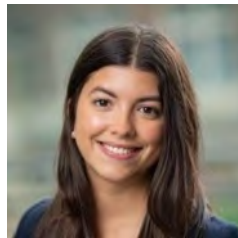
Meg Graupmann



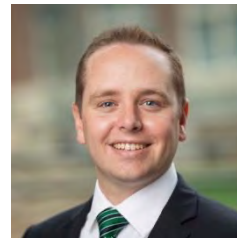
Benjamin Grothe



Tanner Hegge



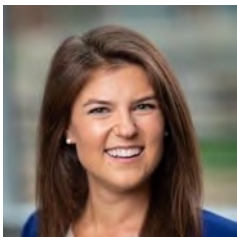
Grisel Isidor



Nathan Jarrett



Trygve Jensen



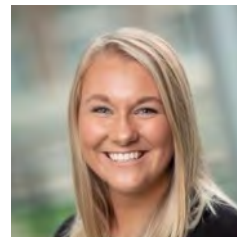
Michelle Johnson



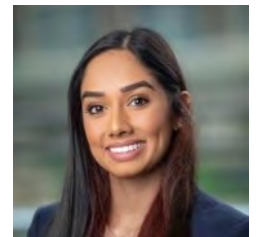
Katie Larin



Brandon Larsen



Kelsey Mihm

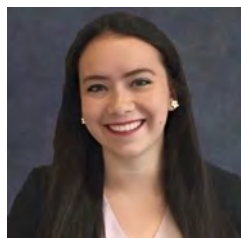


Samirah Mulla



## Graduates

### MHA Residential Class of 2021



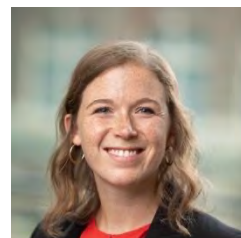
Michelle Nicholson



Alina Okamoto



Laurel Pearson



Elizabeth Peil



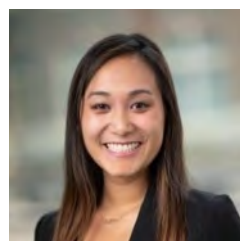
Audrey Roche



Ann Weston  
Sistrunk



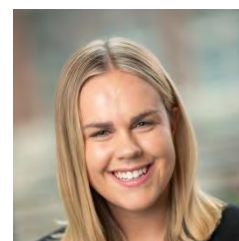
Kristy Strain



Thien-Huong Tran



Anju Viddam



Lauren Vlaanderen



## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### 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. "Try, Try Again: Can New Account-Based Arrangements Improve Access and Affordability to Private Insurance for Small Firm Workers?" 2021, *Journal of Health Care Finance*, 47: 3-4.

Anderson, D., S. Cai, J. Abraham. "You Get What You Pay For: Creating Financial Incentives to Improve Quality in the Individual Market." 2021, *Journal of Health Care Finance*, 47: 5-6.

Abraham, J. "Taking Stock of Employer Wellness Program Effectiveness: Where Should Employers Invest?" *JAMA Internal Medicine*, May 26, 2020, 180(7): 960-961.

Abraham, J. S. Cai, D. Anderson, C. Drake. "Behavioral Health Quality among Marketplace Insurers in 2019." February 2021, *Psychiatric Services*, 72(2): 200-203. <https://doi.org/10.1176/appi.ps.202000115>

Abraham, J., N. Oldenburg, M. Eder, R. Luepker. "Organizational Costs and Benefits of a Health System Quality Improvement Intervention to Increase Aspirin Use for Primary Prevention of Heart Attack and Stroke." 2020, *American Journal of Medical Quality*, First Published Online 7 Oct 2020.

Thornton, M., K. Hammerback, J. Abraham, L. Brosseau, J. Harris, L. Linnan. "Using a Social Capital Framework to Explore a Broker's Role in Small Employer Wellness Program Uptake and Implementation." 2020, *American Journal of Health Promotion*, 35(2): 214-225.

Sacks, D., C. Drake, J. Abraham, K. Simon. "Same Game, Different Names: Cream-skimming in the Post-ACA Individual Health Insurance Market." 2020, *Inquiry: The Journal of Health Care Organization, Provision, and Financing*, 57. 0046958020933765.

Qin, X., P. Huckfeldt, J. Abraham, D. Yee, B. Virnig. "Generic entry of Aromatase Inhibitors and Pharmaceutical Access: Initiation of Hormonal Therapy, Timeliness of Initiation, and Drug Choice." 2020, *Research in Social and Administrative Pharmacy*, Available online 16 Dec 2020.

Anderson, D., J. Abraham, S. Cai, C. Drake. "Association between Effectiveness of Care Quality Ratings and Insurer Characteristics in the Health Insurance Marketplaces." 2020, *Journal of General Internal Medicine*, 2020: 1-3.

### 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.*

White, K.R, Begun, J.W., Vicenzi, A.E. "Complexity Science, Nursing, and COVID-19." *American Journal of Nursing*, vol. 121, no. 4, April, 2021, p. 11. PMID: 33755603

Stabler, H., Begun, J.W. "Do Nonprofit Hospitals Evaluate Their Community Benefit Activities?" *Journal of Public Health Management and Practice*, online ahead of print, November 16, 2020. doi: 10.1097/PHH.0000000000001270. PMID: 33208721

Begun, J.W., Jiang, H.J. "Health Care Management During Covid-19: Insights from Complexity Science." *NEJM Catalyst: Innovations in Care Delivery*, October 9, 2020, 12 pp. doi: 10.1056/CAT.20.0541. PMID: 18159787

## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### 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, his 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.*

Berg, B. P., Erdogan, S. A., Lobo, J. M., Pendleton, K. (2020). A Method for Balancing Provider Schedules in Outpatient Specialty Clinics. *MDM Policy & Practice*, 5(2).

Lobo, J. M., Erdogan, S. A., Berg, B. P., Kang, H., Clements, M. B., Culp, S. H., Krupski, T. L. (2020). Provider Scheduling to Maximize Patient Access. *Urology Practice*, 7 (5), 335-341.

### 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 and 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., Levin, Z.I., Raj, M. Patient Portal Use, Perceptions of EHR Value, and Self-Rated Primary Care Quality among Older Adults: A Cross-Sectional Survey. *Journal of Medical Internet Research*. (2021). (In Press)

Henning-Smith, C., Cross, D.A., Rahman, A. Challenges to Admitting Residents: Perspectives from Rural Nursing Home Administrators and Staff.(2021). *INQUIRY: The Journal of Health Care Organization, Provision, and Financing*, doi: 10.1177/00469580211005191

McHugh, J.P., Cross, D.A.. The application of organizational slack to hospital system responsiveness during the COVID-19 pandemic. *Journal of Hospital Management and Healthcare Policy*, (In Press).

Adler-Milstein, J., Raphael, K., O'Malley, T.A., Cross, D.A. Information Sharing between Hospitals and Skilled Nursing Facilities to Support Care Transitions: A National Survey. *JAMA Open*, (2021) 4(1):e2033980.

Neprash H.T., Everhart, A., McAlpine, D., Smith, L.B., Sheridan, B., Cross, D.A. (2021). Measuring Primary Care Exam Length Using Electronic Health Record Data. *Medical care*. 59(1):62-6.

Cross, DA, Qin, X., Huckfeldt, P., Jarosek, S., Parsons, H., & Golberstein, E. (2020). Use of Medicare's Behavioral Health Integration Service Codes in the First Two Years: an Observational Study. *Journal of General Internal Medicine*, 35(12): 3745-6. doi: 10.1007/s11606-019-05579-2

Baxter, S.L., Apathy N.C., Cross D.A., Sinsky C., Hribar M.E.. Measures of Electronic Health Record Use in Outpatient Settings across Vendors. *Journal of the American Medical Informatics Association*, November 2020. doi: 10.1093/jamia/ocaa266

## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### 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.*

Travers, J.L., Caceres, B.A., Vlahov, D., Zaidi, H., Dill, J., Stone, R.I., Stone, P.W. 2020. "Federal requirements for nursing homes to include certified nursing assistants in resident care planning and interdisciplinary teams: A policy analysis." *Nursing Outlook*. <https://doi.org/10.1016/j.outlook.2021.01.004>

Swiatek, Scott\* and Janette Dill. 2020. "Age and men's entry and retention in female-dominated occupations." *Sociological Focus*. <https://doi.org/10.1080/00380237.2021.1894282>

Dill, Janette and Melissa Hodges. 2020. "The racialized glass escalator and safety net: Wages and job quality in "meds and eds" among working-class men." *Social Problems*. <https://doi.org/10.1093/socpro/spaa043>

### 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.*

Shulka D, Walsh W, Grande SW (2021) "Barriers to housing in a grass-roots support group of individuals experiencing housing instability and homelessness." *Housing and Society*, In Press.

Grande SW, Adams, LV, Maseko TSB, Talbot EA, deGijzel D, Mikal J, Simelane ZZ, Achilla AA, Mkhontfo MM, and Haumba SM (2020) "The social implications of participant choice on adherence to Isoniazid Preventive Therapy (IPT): A follow-up study to high completion rates in Eswatini."

Coylewright M, O'Neill E, Sherman A, Gerling M, Adam K, Xu K, Grande SW, Dauerman HL, Dodge SE, Sobti NK, Saunders CH, Schott SL, Elwyn G, Durand MA. "The Learning Curve for Shared Decision-making in Symptomatic Aortic Stenosis." *JAMA Cardiology*. (2020) doi: 10.1001/jamacardio.2019.5719.

Mikal JP, Beckstrand MJ, Grande SW, Parks E, Oyenuga M, Odebunmi T, Okedele O, Uchino B, Horvath K. "Online Support Seeking and Breast Cancer Patients: Changes in Support Seeking Behavior following Diagnosis and Transition off Cancer Therapy." *Health Communication*. 2020 Jan 13;:1-10. doi: 10.1080/10410236.2020.1712519.

## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### 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., Cross, D., & Rahman, A. Challenges to admitting residents: perspectives from rural nursing homes administrators and staff. (2021). *INQUIRY: The Journal of Health Care Organization, Provision, and Financing*, 58, 1-8.

Henning-Smith, C., Alberth, A., Bjornestad, A., Becot, F., & Inwood, S. Farmer mental health in the US Midwest: key informant perspectives. (2021). *Journal of Agromedicine*, Epub ahead of print, doi: 10.1080/1059924X.2021.1893881.

Gonzales, G., Henning-Smith, C., & Ehrenfeld, J. Changes in health insurance coverage and access to care for sexual minorities, 2013-2018. (2021). *Health Services Research*, 56(2), 235-246.

Manemann, S.M., St. Sauver, J., Henning-Smith, C., Finney Rutten, L.J., Chamberlain, A.M., Fabbri, M., Weston, S.A., Jiang, R., Roger, V.L. Rurality, death, and health care utilization in heart failure in the community. (2021). *JAHA: Journal of the American Heart Association*, 10(4).

Lee, H., Jin, S., Henning-Smith, C., Lee, J., & Lee, J. Role of health literacy in health-related information-seeking behavior online: cross-sectional study. (2021). *Journal of Medical Internet Research*, 23(1), e14088.

Henning-Smith, C., Hernandez, A., & Kozhimannil, K. Racial and ethnic differences in self-rated health among rural residents. (2021). *Journal of Community Health*, 46(2), 434-440.

Henning-Smith, C., Hernandez, A., Neprash, H., Lahr, M. Differences by rurality in satisfaction with care among Medicare beneficiaries. (2021). *Journal of Rural Health*, 37(1), 114-123.

Henning-Smith, C., Lahr, M., & Hernandez, A. Contact by collection agencies for medical debt: rural-urban differences among older and younger Medicare beneficiaries. (2020). *Journal of Applied Gerontology*, Epub ahead of print, doi: 10.1177/0733464820975902.

Henning-Smith, C. & Gonzales, G. *The relationship between living alone and self-rated health over the lifespan: evidence from the National Health Interview Survey*. (2020). *Journal of Applied Gerontology*, 39(9), 971-980.

Kozhimannil, K.B., Interrante, J., Tuttle, M., Henning-Smith, C., & Admon, L. Characteristics of rural hospitals that do and do not provide inpatient obstetric care. (2020). *American Journal of Public Health*, 110(9), 1315-1317.

Henning-Smith, C. The unique impact of COVID-19 on older adults in rural areas. (2020). *Journal of Aging & Social Policy*. 32(4-5), 396-402.



## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### 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.*

Gu J, Huckfeldt P, Sood N. "The effects of accountable care organizations forming preferred skilled nursing facility networks on market share, patient composition and outcomes." *Medical Care*. 59(4): 354-361, 2021.

Zhang P, Atkinson KM, Bray G, Chen H, Clark JM, Coday M, Dutton GR, Egan C, Espeland MA, Evans M, Foreyt JP, Greenway FL, Gregg EW, Hazuda HP, Hill JO, Horton ES, Hubbard VS, Huckfeldt P, et al. "Within-Trial Cost-Effectiveness of a Structured Lifestyle Intervention in Adults With Overweight/Obesity and Type 2 Diabetes: Results From the Action for Health in Diabetes (Look AHEAD) Study." *Diabetes Care* 44(1): 67-74, 2021.

Huckfeldt PJ, Frenier C, Pajewski NM, Espeland M, Peters A, Casanova R, Pi-Sunyer X, Cheskin L, Goldman DP. "Associations of Intensive Lifestyle Intervention in Type 2 Diabetes With Health Care Use, Spending and Disability: An Ancillary Study of the Look AHEAD Study." *JAMA Network Open* 3(11): e2025488, 2020.

Huckfeldt P, Escarce J, Pane J, Popescu I. "A Decomposition Method to Assess the Contributions of Geographic and Nongeo-graphic Factors to White-Black Disparities in Health Care." *Medical Care*. 58(3): e16-e22, 2020.

Skopec L, Zuckerman S, Aarons J, Wissoker D, Huckfeldt PJ, Feder J, Berenson RA, Dey J, Oliveira I. "Home Health Use In Medicare Advantage Compared To Use In Traditional Medicare." *Health Affairs*. 39(6): 1072-1079, 2020.

Skopec L, Huckfeldt PJ, Wissoker D, Aarons J, Dey J, Oliveira I, Zuckerman S. "Home Health and Post-Acute Care Use in Medicare Advantage and Traditional Medicare." *Health Affairs*. 39(5): 837-842, 2020.

Arambadjis Y, Butler M, Huckfeldt P, Schondelmeyer S. "Drug rebates in Medicare Part D: Excess patient costs in the case of hepatitis C treatments." *Res Social Adm Pharm*. 16(9), 1290-1293; 2020.

Cross DA, Qin X, Huckfeldt P, Jarosek S, Parsons H, Golberstein E. "Use of Medicare's Behavioral Health Integration Codes in the First Two Years: an Observational Study." *Journal of General Internal Medicine*. 35(12): 3745-3746, 2020.

## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### Sayeh Nikpay

*Dr. Nikpay's research focuses on health policy issues related to the health care safety-net such as the impact of Medicaid expansions on low-income populations and the hospitals that serve them, and the targeting of hospital safety-net subsidies such as the Disproportionate Share Hospital and 340B drug discount programs. The aim of her research is to use the best econometric techniques available to inform ongoing debates over expansion or reform of the health care safety-net.*

Nikpay, S., Keohane, L., Braun, K., Cheng, A., Buntin, B., Lippworth, L., Stevenson, D. (2021) "Utilization of Specialized Geriatric Care Among Medicare Beneficiaries with Alzheimer's Disease and Related Dementia: An Observational Analysis." *Journal of General Internal Medicine*. doi: 10.1007/s11606-020-06460-3.

Graves, J., Everson, J., Nikpay, S., Buntin, B., & Polsky, D. (2020) "Size and Exclusivity of Health Insurance Markets." *JAMA Network Open*. Vol 3(12): e2029419-e2029419. doi:10.1001/jamanetworkopen.2020.29419

Barnes, H., Richards M.R., Martsof, G.R., Nikpay, S., & McHugh, M.D. (2020) "Association between physician practice Medicaid acceptance and employing nurse practitioners and physician assistants: A longitudinal analysis." *Health Care Management Review*. doi: 10.1097/hmr.0000000000000291

Lewis, J.A., Samuels, L., Denton, J., Edwards, G.C., Matheny, M.E., Maiga, M., ... Nikpay, S., & Roumie, C.L. (2020) "National Lung Cancer Screening Utilization Trends in the Veterans Health Administration." *JNCI Cancer Spectrum*. Vol 4 (5): pkaa053. doi: 10.1093/jncics/pkaa053.

Nikpay, S., Buntin, M., & Conti, R. (2020). "Relationship between Initiation of the 340B Participation and Hospital Safety-Net Engagement." *Health Services Research*. Vol 55 (2): 157-169. doi:10.1111/1475-6773.13278.

Nikpay, S., Pungarcher, I., & Frakt, A. (2020). "An Economic Perspective on the Affordable Care Act: Expectations and Reality." *Journal of Health Politics Policy and Law*. Vol 45 (5): 889–904. doi: 10.1215/03616878-8543340

Frenier, C., Nikpay, S., & Golberstein, E. (2020). "COVID-19 Has Increased Medicaid Enrollment, But Short-Term Enrollment Changes Are Unrelated To Job Losses." *Health Affairs (Project Hope)*. Vol 39(10): 1822-1831. doi: 10.1377/hlthaff.2020.00900

Nikpay, S., & Smith, D. G. (2020). "Hospital Financial Preparedness and COVID-19." *Journal of Health Care Finance*. Vol 46(4): 45-52. doi: N/A.

Haddad, D. N., Resnick, M. J., & Nikpay, S. (2020). "Does Vertical Integration Improve Access to Surgical Care for Medicaid Beneficiaries?" *Journal of the American College of Surgeons*. Vol 230(1), 130-135.e4. doi: 10.1016/j.jamcollsurg.2019.09.016

Nikpay, S. (2020). "Job Lock and Health Insurance Tax Subsidies: Heterogeneity in the Response to Self-Employment Incentives among People with Pre-Existing Conditions." *Contemporary Economic Policy*. Vol 38(1): 30-47. doi: 10.1111/coep.12424

Rhodes, J., Buchmueller, T., Levy, H., & Nikpay, S. (2020). "Impact of Affordable Care Act Medicaid Expansions on Hospital Financial Position." *Contemporary Economic Policy*. Vol 38(1): 81-93. doi: 10.1111/coep.12428

## Selected Publications of Research Active MHA Faculty for January 2020-May 2021

### Helen Parsons

*Dr. Parsons' 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. Her overall goal is to identify effective strategies to improve the quality and value of healthcare.*

Ravishankar A, Freese R, Parsons H, Warshaw EM, Goldfarb NI. Trends in patch testing in the Medicare Part B fee-for-service population. *Dermatitis*. In Press.

Abraho R, Maguire FB, Morris CR, Parikh-Patel A, Parsons HM, Keegan THM. The Influence of the Affordable Care Act-Dependent Care Coverage Expansion on Health Insurance Coverage among Young Adults with Cancer in California: An Updated Analysis. (2021). *Cancer Causes & Control*. 32(1):95-101.

Haizel-Cobbina J, Moertel C, Spector L, Parsons HM. Racial and ethnic disparities in survival of children with brain and central nervous system tumors in the United States. (2021). *Pediatric Blood & Cancer*. 68(1):e287738.

Thomaier L, Teoh D, Jewett P, Beckwith H, Parsons H, Yuan J, Blaes AH, Lou E, Hui J, Vogel R. Emotional health concerns of oncology physicians in the United States: fallout during the COVID-19 pandemic. *PLOS ONE*. 15(11):e0242767.

Lou E, Teoh D, Brown K, Blaes A, Holtan S, Jewett P, Parsons H, Mburu W, Thomaier L, Ching JY, Nelson H, Vogel R. Perspectives of cancer patients and their health during the COVID-19 pandemic. (2020). *PLOS ONE*. 15(10):e0241741.

Parsons HM, Vogel RI, Blaes AH, Lou E, Beckwith H, Yuan J, Hui JYC. Sources of Medical Information for Oncology Physicians during the COVID-19 Pandemic: Results from a National Cross-Sectional Survey. (2020). *JNCI Cancer Spectrum*.

Hui J, Yuan J, Teoh D, Thomaier L, Jewett P, Beckwith H, Parsons H, Lou E, Blaes A, Vogel R. Cancer management during the COVID-19 pandemic in the United States: results from a national physician cross-sectional survey. (2020). *Am J Clin Oncol*. 43(10):679-684.

Parsons HM, Maguire FB, Morris CR, Parikh-Patel A, Brunson AM, Wun T, Keegan THM. Impact of Insurance Type and Timing of Medicaid Enrollment on Survival among Adolescents and Young Adults with Cancer. (2020). *Pediatric Blood & Cancer*. 67(9):e28498.

Parsons HM, Jewett PI, Sadak K, Turcotte LM, Vogel RI, Blaes AH. E-Cigarette use among young adult cancer survivors relative to the US population. (2020). *JAMA Oncol*. 1;6(6):923-926. PMID: 32271357.

Cross D, Qin X, Huckfeldt P, Jarosek S, Parsons H, Golberstein E. Use of Medicare's behavioral health integration service codes in the first two years: an observational study. (2020). *J Gen Intern Med*. 35(12):3745-3746.



## Thank you Alumni and Friends who volunteered this year!

### 2020 Clerkship Advisors

Victor Wong  
Eric Evenson  
Hilary Carruthers  
Andrea Berg  
Grace Wittenberg  
Heidi Hayes  
Kris Mullen  
Tom O'Connor  
John Allen  
Michael (Mick) Gibbs  
Kate Klugherz  
Zac Bork  
Paul Hinz  
Rachel Cabelka  
J. Tyler Christensen  
Debbie Schuhardt  
Seema Maddali  
Caitlin Campbell  
Steven Qu  
Jesse Tischer  
Brooke Dressen  
Taryn O'Connell  
Bryan Bauck  
Jason Battaglia  
JC Buswold  
Shann Lorbiecki  
Tony Kouba

### 2020 Young Alumni Panel

Dan Mangelson  
Tyne Alexander  
Jason Battaglia  
Jon DeYoung  
Heidi Hayes  
Brooke Dressen  
J. Tyler Christensen

### AA/F DEI Committee

Michele Petherick  
Sumukh Sathnur  
Nikita Sharma  
Sara Mathew  
Meg Koepke  
Joy Harken  
Pradipta Komanduri  
Antonette Shockey  
Carly Deer  
Nafeesa Dahwoodbhoy  
Meg Templeton  
Ann McLaughlin  
Mariam Shafiq  
Jon DeYoung  
Sangeeta Vijayagopalan  
Gabrielle Cummings  
Hunter Hill  
Jessica Maloy

### 2021 Problem Solving Coaches & Project Sponsors

Alison Koehler  
Maggie Horan  
Geoff Kaufmann  
Minna Montgomery  
Christine Bent  
Karin Lund  
Jake Rosenberg  
Pradipta Komanduri  
Ryan Christensen  
Brett LeFevre  
Brian Rice  
Gabrielle Cummings  
Kayla Vinje  
Lindsay Niswanger  
Mary Ellen Wells  
Kario Brooks  
Alison Page  
Greg Hart  
Dan Anderson  
Jayme Lopuch  
Leslie Dockan  
LeAnn Born  
Rafael Andrade  
Julia Crist  
Rachel Kuhnly  
Jerry Nye

### Prospective Student Interviewers

Brett Andresini  
Meg Templeton  
Pete Engler  
Lisa Tzanakis  
Katie Reysack  
Spencer Cahoon  
Caleb Ahrens

Thank you Alumni and Friends who volunteered this year!

### Fall 2020 Guest Speakers

Dr. Julia Joseph DiCaprio	Kim Simensen	Daniel Abdul
Dr. Robert Wieland	Dr. Anne Phibbs	Dr. Muhamad Elrashidi
John Alldredge	Gabrielle Cummings	Annie Walsh
Garrett Black	Dr. Michael Osterholm	Steven Thompson
Alexis Meyer	Dr. SooJin Pate	Rob Thames
Wes Wolfe	Tom Gilliam	Matt Borchard
Melinda Hurley	Heather Heefner	Tom O'Connor
Dr. Vi Ngo	David Teschler	Mark Mishek
Michael Miller	Dr. Jon Braman	John Engebretsen
Karin Lund	Brianna Motley	Dr. Holly Boyer
Josh Newton	Rebecca Segal	Mary Johnson
Dr. Gayle Mattson	Jake Rosenberg	Tania Daniels
Shanda Demorest	Pradipta Upadrashta	Dave Carpenter
Toya Lopez	Bill Kenney	Dr. Aaron Milbank
Michael Waller	Adam Berry	Amy Harris-Overby
Nicole Carpetto	Megan Remark	Emily Blomberg
Dr. Vishnu Laalitha Surapaneni	Dr. Bret Haake	Sheila Delaney Moroney
Ron Werft	Cole Wensman	Julia Crist
Alison Page	Sally Buck	Kayla Vinje
Dr. Rafael Andrade	Greg Ruberg	Lindsey Niswanger
Christopher Butts	Jordan Nelson	Matthew Timmel
Cecelia Quatranami	Bridgette Grobe	Rachel Kuhnly
Dr. Sameer Badlani	Gayle Kvenvold	James Wittenborg
Dr. Penny Wheeler	Marvin Plakut	Emily Herrmann
Jill Ostrem	Steve Mork	Ashley Getzloff
Greg Hart	Brenna Waterhouse	Andrea Berg

Thank you Alumni and Friends who volunteered this year!

### Spring 2021 Guest Speakers

Rueben Moore	Erik Nelson	Alicia Gilbert
Simone Ahuja	Brock Nelson	Jamie Gulley
Joseph Castongia	Megan Remark	Jason Helling
Katie Simpson	Suzanne Vanderwerff	Mallory Koshiol
Elliott Wortham	Pradipta Komanduri	Brian Rice
Alissa Light	Suzanne Spencer	Nick Nyhaus
Matt Miller	Shanelle Lalor	Dustin Aho
Chris Waugh	Dr. Yeng Yang	Odi Akosionu
Russ Williams	Amber Larson	Tom O'Connor
Lara Sim	Shelly Lee	Shaunta Vaughn
Akhil Rao	Julie Sonier	Heather Bjorneberg
Dr. Michael Troy	Carmen Parotta	Dr. Abe Jacob
Dr. John Hick	Juee Shah	Dr. Gretchen Jacobson
Heidi Neff Christianson	Angelia Brevard	Amelia Clabots
Yasir Uddin	Mel Sullivan	Kenneth Jones