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.

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 McClernen, 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 Fergason, 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.


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.


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.*


**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.*


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.


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.


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.


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.


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.


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.


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

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- 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 Ahrns
Thank you Alumni and Friends who volunteered this year!

**Fall 2020 Guest Speakers**

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<tr>
<th>Speaker Name</th>
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<tr>
<td>Dr. Julia Joseph DiCaprio</td>
<td>Kim Simensen</td>
<td>Daniel Abdul</td>
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<td>Dr. Robert Wieland</td>
<td>Dr. Anne Phibbs</td>
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<td>Dr. Vishnu Laalitha Surapaneni</td>
<td>Dr. Bret Haake</td>
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Thank you Alumni and Friends who volunteered this year!

### Spring 2021 Guest Speakers

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<td>Dr. Michael Troy</td>
<td>Carmen Parotta</td>
<td>Dr. Abe Jacob</td>
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<td>Dr. John Hick</td>
<td>Juee Shah</td>
<td>Dr. Gretchen Jacobson</td>
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<td>Angelia Brevard</td>
<td>Amelia Clabots</td>
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<td>Yasir Uddin</td>
<td>Mel Sullivan</td>
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