

# MASTER OF HEALTHCARE ADMINISTRATION



75 Years of Leadership, Innovation,  
and Impact

2021-2022 Year in Review

## Program Director's Note

The 2021-2022 academic year marks the 75th anniversary of the University of Minnesota MHA program. We began the academic year after emerging from a pandemic shutdown to gather in classrooms again and then by spring to celebrate our 75th anniversary year with a symposium and celebration activities. It is clearer than ever that in our 75th year, we continue the MHA program tradition of educating and empowering healthcare leaders at all career stages across the industry, and we maintain our focus on collaborating to improve the health of our communities.

Alongside the many celebratory and educational activities related to the 75th, the program continues to innovate the curriculum and engage students in meaningful ways. This year, we received an award for the MHA program's focus on sustainability in healthcare management education and practice by the Commission on Accreditation of Healthcare Management Education (CAHME) and Canon Solutions America. During the award ceremony, the MHA program was honored for demonstrating the ways in which it incorporates diversity, equity, and inclusion; community involvement; environmental focus; student experiential opportunities; and alumni involvement in its curriculum. Experiential learning, including the capstone projects, were another highlight of the year. Our graduating executive and residential students explored a diverse set of topics and their projects made a great impact in the community. A list of the projects are found in the following pages of this report. Additionally, case competition teams returned to in-person experiences with excellent learnings and great success.

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 the 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 was greatly enriched by more than 150 alumni and friends who gave their time and talent this year as volunteers and guest lecturers. Thank you!

Sincerely,



Katie M. White EdD, MBA  
Associate Professor and Interim Director  
Master of Healthcare Administration Program



## MHA 75th Anniversary Celebration

**May 5-8, 2022**

### Celebrating 75 Years

To celebrate the University of Minnesota MHA 75th year anniversary, the faculty, staff and students along with the MHA Alumni Association board of directors and committees partnered to bring to life a series of social and learning events to celebrate the MHA community, all we have accomplished, and all we will achieve in the future.

The MHA program is one of the longest-running graduate programs in the country and is currently ranked number two nationally by U.S. News and World Report. The program is steeped in a tradition of program-alumni engagement that sustains a theory based, practice-enabled educational experience with a vibrant alumni community of over 3,000 graduates. The academic year 2021-2022 marks the program's 75th anniversary.

With our traditions, founders, alumni, and future leaders in mind, we selected "Wisdom and Foresight" as our theme for the Minnesota MHA 75th anniversary celebration year. The program founder, James A. Hamilton, had a vision to bring the field of practice to healthcare management education. This vision is alive today, with engaged alumni and a culture of mentoring that continues to bring out the teacher in all of us.

As we have progressed through 75 years, problem solving remains a key part of the curriculum. However, many of the problems we face are quite different today. In the midst of a global pandemic, we are spanning the boundaries of healthcare delivery into outpatient and home settings. As faculty and practitioners, we are seeking to find effective ways to address social determinants of health and racial disparities in outcomes.

Even though the program and practice of healthcare is ever-changing, the vision of James A. Hamilton, to bring practice to theory by building a culture of intergenerational teaching and learning tradition continues and is more meaningful than ever before.

➤ [View the MHA 75th anniversary video](#)

## Healthcare Leadership Symposium and Founders Reception

A full-day symposium explored the 75th anniversary theme of “Wisdom and Foresight.” How can wisdom gleaned from the past help us understand the present and anticipate the future of healthcare? MHA alumni, faculty and leaders in health care from around the globe joined in a day of learning, networking and inspiration. Participants networked, exchanged insights, and learned from industry’s proven leaders as they gained relevant skills to build stronger health systems and improve health outcomes for the communities they serve.

### Keynote speaker L. David Marquet

L. David Marquet is a student of leadership and organizational design, a former nuclear submarine commander, and was named one of the Top 100 Leadership Speakers by Inc. Magazine. In his keynote address “Turn the Ship Around”, David helped participants understand the importance of a work environment that brings people along as leaders, not followers, an environment that empowers people by giving them control, not taking control. He provided insights on how choosing your words can dramatically improve decision-making and execution skills for teams.



### Reflections on Wisdom

MHA alumni, students, and faculty members shared stories of their most valuable and enduring leadership lessons.

**Panelists:** Angie Kierstead, MHA Candidate, Operational Excellence Consultant at M Health Fairview; William P. Santulli MHA '84, COO for Advocate Aurora Health; Danny Plooster MHA/MBA '17, Manager, McKinsey & Company; Patrick G. Hays, LFACHE, founding CEO of Sutter Health and retired CEO of BlueCross BlueShield Association, and Sarah Miller, MHA '92, Founder & Principal at No Stone Unturned Strategic Advisory Consulting.



*Left: Reflections on Wisdom panelists; Right: Interim Dean Timothy Beebe, School of Public Health*



## Healthcare Leadership Symposium and Founders Reception

### Workforce and Talent Development

Healthcare delivery organizations are currently facing major challenges related to recruitment and retention of talent. This panel session included a high-level overview of the issue and discussion with organizational leaders around the short- and longer-run challenges and opportunities related to workforce and talent management.

**Moderator:** Janette Dill, PhD, Associate Professor, University of Minnesota. **Panelists:** Laura Beeth, VP of Talent Acquisition for Fairview, Tonya Jackman Hampton, EdD, MBA, and Micah Niermann, MD.

### Promoting Health Equity as a Strategic Priority

Organizations are developing and deploying strategic interventions to address the burdens of structural racism related to health care access, quality, patient experience, and health outcomes. In this session, our expert panelists shared their organization's efforts and discussed key learnings as they work to create a more equitable healthcare system for patients and their broader communities.

**Moderator:** Jean Abraham, PhD, Professor and Interim Head, Division of Health Policy and Management, University of Minnesota. **Panelists:** Julia Joseph-DiCaprio, MD, Senior Vice President & Chief Medical Officer, UCARE, Garrett Black, MHA '98, Chief Operating Officer, Equality Health, and Nathan T. Chomilo, MD, Medical Director for the State of Minnesota and MinnesotaCare programs and pediatrician with Park Nicollet Health Services.



### Reflections on Foresight

MHA alumni, students and faculty members shared stories that illuminate the future of work in healthcare.

**Panelists:** Hayleigh McLellan, BSN-CRN, MHA, Dyad Nurse Manager, Regions Hospital, Alli Weidman, MHA '22, Incoming Administrative Fellow at UCHealth, Julia Crist, MHA '14, Vice President of Home and Community Services, Allina, Ruth Gebremedhin, MHA '20, Senior Associate, Operations and Delivery Model Design, Cityblock Health, Sally Wahman, MHA '93, Vice President, Primary Care, Allina Health, and Karyn Baum, MD, MEd, MHA '17, Hospitalist, Chief Transformation Office, Essentia Health.

### Rediscovering Your Why

The past two years have been challenging – especially for the leaders and providers on the frontlines of healthcare. While collectively there is a tremendous amount to be proud of in terms of how our systems and organizations have adapted, it has also taken a toll on those making it all happen. This session presented an opportunity for participants to pause, reflect, and restore as we consider and examine where we are at – both individually, and collectively. **Speaker:** Janiece Gray, MHA '01, CPXP, BSW, ACC.

## Healthcare Leadership Symposium & Founders Reception

### Accelerating Value through Payor-Provider Collaboration

The pursuit of greater value in healthcare requires goal alignment and collaboration between payer and provider that goes well beyond the signing of the contract. This session explored how value-based arrangements between payers and providers are evolving over time with a focus on understanding the challenges, best practices, and opportunities that lie ahead. The panel discussed these issues in the context of a six-year value-based payment agreement established between Blue Cross Blue Shield of Minnesota (BCBS) and Allina Health in 2020.

**Moderator:** Peter Huckfeldt, PhD, Associate Professor, University of Minnesota. **Panelists:** Ellie Hallen, MHA '15, Director of Population Health, Allina, Rachel Kuhnly, MHA '19, Population Health Manager, Allina, Maria Lime-Leite, Vice President of Payer Relations, Allina, Pam Pridgen, Payer Relations and Contracting, Allina, Heidi Nielsen, Director of Implementation and Strategic Execution, Blue Cross Blue Shield (BCBS), Phil Solyntjes, Strategic Provider Partner, BCBS, and Melanie Teske, Senior Director, Provider Payment and Network Innovation, BCBS.



*Above left: Reflections on Foresight Panelists; Above right: Accelerating Value Through Collaboration Panelists; Below left: Founders Reception; Below right: alumni reunite during a break.*



## Greg Hart Distinguished Service Award

The Greg Hart Distinguished Service Award was created in 2018 to honor Greg Hart, MHA '76, an exemplary alumnus. Jointly presented by the MHA program and the MHA Alumni Association/Foundation, the award recognizes extraordinary alumni for their sustained commitment to the MHA Program, its student body, and alumni community.

Mary Ellen Wells, MHA, FACHE, was selected as the 2022 recipient of the Greg Hart Distinguished Service Award. Mary Ellen is a 1984 graduate of the MHA program and has more than 35 years of healthcare leadership experience. Mary Ellen Wells' connection and dedication to the Minnesota MHA program has been meaningful and unwavering throughout her career. Mary Ellen has taken on many roles within the program including mentoring students, hosting principles and advanced problem solving teams, serving as an accountable faculty and lecturer for courses, serving in program leadership, and as a past MHA Alumni Association chair and current MHA Alumni Board Philanthropy committee member.



In addition to working with the MHA program faculty, staff and alumni, Mary Ellen, and her husband, Bill Arendt, generously established The Rural Health Care Leadership Fund. The scholarship supports students studying towards a degree in the Master of Healthcare Administration program or studying under faculty in the Rural Health Care Research Center to develop leaders equipped with the skills to improve rural healthcare and the well-being of rural residents by addressing the unique challenges faced by hospitals, clinics, and healthcare delivery systems in rural areas.

Mary Ellen and Bill also generously established the Leadership for Aging Well Scholarship with an initial commitment by Mary Ellen and Bill with additional support Mary Ellen secured for the fund from Presbyterian Homes and Services and other MHA alumni. The scholarship supports students studying towards a degree in the MHA program or are working under faculty in the School of Public Health's Center for Healthy Aging and Innovation, and demonstrate intent to provide leadership in the provision of services from a continuum of care perspective.



*Pictured: Maura Hamilton, MHA '15, Greg Hart, MHA '76, Mary Ellen Wells, MHA '84, Rachel McKinney, MHA '04.*

Mary Ellen, having served at the highest administrative level at both urban and rural hospital systems, is passionate about leadership and the impact effective leaders have on the healthcare organizations they lead. As a resident of a rural community, she is passionate about the mission of smaller community hospitals, clinics and senior care centers and the vital benefits they provide rural communities.

Mary Ellen is a current partner at C-Suite Resources. Prior to this role, she served as a senior executive and CEO of several independent and affiliated hospitals, clinics, and skilled nursing facilities within Allina Health, CentraCare Health, and the University of Minnesota Hospital and Clinic.



## Malcolm Yards Welcome Event



## MHA Family Picnic





## 2022 Award for Sustainability in Healthcare Management Education and Practice

The University of Minnesota MHA program was named the recipient of the 2022 Award for Sustainability in Healthcare Management Education and Practice by the Commission on Accreditation of Healthcare Management Education (CAHME) and Canon Solutions America. CAHME, and the technology company Canon, gives the award annually to educational institutions with programs that support the advancement of sustainability goals, with the understanding that education plays a critical role in creating sustainable, inclusive, and socially responsible healthcare organizations.

The MHA program won the award for demonstrating the ways in which it incorporates diversity, equity, and inclusion; community involvement; environmental focus; student experiential opportunities; and alumni involvement into its curriculum.



Specific examples of the MHA program's innovations include the development of a climate change and healthcare delivery course, which offers students the opportunity to learn about the impact of climate change on health and healthcare delivery organizations as well as the role that healthcare leaders play in promoting environmental sustainability.

The MHA program was honored at the CAHME annual awards on March 27 in Chicago and produced a video to share its story as part of this recognition. Additionally, the program will receive a grant from the sponsor to further promote sustainability ideals through its curriculum and community engagement.

➤ [View the CAHME award video](#)

## Diversity, Equity, and Inclusion (DEI) 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 Black, Indigenous, and People of Color (BIPOC) students and other alumni. Conversations were facilitated to identify professional development and continuing education opportunities for our MHA alumni community as well.

### Student Initiative: Anti-Racist Reading Club

Members of the MHA residential cohort of 2021 decided that they wanted to be aware of, and educated on, the inequities that 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. This year, in addition to reading, students viewed and discussed the documentary *The Power to Heal: Medicare and the Civil Rights Movement* as well as a talk by Camara Phyllis Jones on levels of racism, health equity and the cliff of good health.



Class of 2022: Daniel Okabue (DEI Chair), Marie Bonine, Chloe Goodman and Furhan Siddiki (Anti-Racist Reading Club Leads) Moriam Yarrow (HPM Anti-Racism Practice Committee), and Louis Monette (DEI Graduate Assistant)



Class of 2023: Elliot Forrest (DEI Chair), Lizzy Case, Kaliyan Fricke and Navin Nyer (Anti-Racist Reading Club Leads)

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

Last year, the DEI graduate assistant and class DEI chairs hosted a virtual panel in which young alumni shared their experiences with DEI in their workplaces. In addition, alumni offered advice to students interested in engaging in DEI work as they start their healthcare careers. This year, DEI graduate assistant Louis Monette MHA '22 organized a virtual coffee chat for students and alumni focused on the topic of Women in Healthcare Leadership. Alumni participants included Alina Okamoto MHA '21, Mary Ellen Wells MHA '84, Pradipta Komanduri, MHA '05, Alison Page, MHA '96, and Michele Petherick, MHA '16.



## Residential Student Experience: Learning Outside the Classroom

### Phillips Neighborhood Clinic (PNC)

The Phillips Neighborhood Clinic (PNC) is a interprofessional student-run, free clinic that serves Minneapolis residents. The interprofessional nature of the clinic provides students with a unique chance to learn from each other and continually explore ways to improve the care and experiences of patients. As a clinic volunteer, Malia Lambrecht, MHA '23 shares, "PNC has provided me with a meaningful way in which to expand my education outside the classroom and support my community."

### Institute for Healthcare Improvement (IHI)

IHI aims to equip and engage interprofessional student teams in quality improvement projects within the local health landscape through mutually beneficial relationships with community partners. IHI UMN Co-Director Rachel Rahman, MHA '22 shares, "I joined a team of students from various health professions to improve prevention measures and outcomes to advance health equity, which enhanced my cultural competency skills and deepened my passion to reduce systemic barriers in the healthcare system."

### 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, "CHIP provides students an opportunity to create something meaningful within their educational experience."

### Clinician Administrator Relationship Improvement Organization (CLARION)

CLARION is a student-driven, staff/faculty-advised committee housed within the CHIP Student Center. CLARION creates and conducts co-curricular, interprofessional experiences for health professional students. In addition, CLARION sponsors an annual case competition, in which local and national interprofessional teams compete to find the sentinel event and make recommendations surrounding a constructed, thought-provoking case.

### Rural Health Interest Group

The Rural Health Interest Group offers graduate students interested in rural health issues an organized way to network with each other and SPH faculty and staff doing rural health work, to seek professional opportunities to advance rural health research and practice, as well as to broaden their understanding of pressing equity and health challenges. Lucas Halvorson, MHA '23 shares, "Learning about the unique challenges of rural health in the context of interprofessional collaboration has been a highly valuable experience that I will leverage throughout my career in solving these complex healthcare problems."

## Residential Student Experience: Gatherings



Left: Class of 2022 Skiing Event. . Center & Right: Annual MHA “Fishing Trip” at Baker Park



Left: President and CEO of AUPHA, Dan Gentry with Alli Weidman MHA '22 and her father after Weidman presented her award-winning Stull Essay. Right: Brendan Lipp MHA '23, Alex Last MHA '23, Victoria Anderson MHA '23 and Navin Ayer MHA '23 attended UMN MHA student-alumni meet and greet at ACHE conference This year, over a dozen students attended the conference.



## Residential Student Experience

### ACHE Stull Essay Competition

The Richard J. Stull Student Essay Competition was named in honor of Richard J. Stull, ACHE president from 1965-1978. The purpose of the competition is to stimulate and demonstrate the ability of future healthcare executives to identify and describe important issues and developments in their chosen profession. Alli Weidman MHA '22 was awarded first place in the graduate portion of this national essay competition, for her essay entitled, "Establishing a Sustainable Healthcare Delivery Workforce in the Wake of COVID-19."



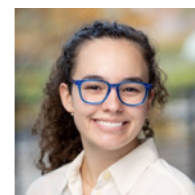
### David A. Winston Health Policy Scholarship

Malia Lambrecht MHA '23 was selected as a 2022 David A. Winston Health Policy Scholar. The program recognizes student excellence and achievement based upon the student's record, recommendations from faculty and colleagues, and evidence of their interest in and commitment to health policy.



### Robert L. Kane Chair in Long-Term Care & Aging and United Way Scholarship

The Robert L. Kane Endowed Chair in Long-Term Care and Aging and the Greater Twin Cities United Way partnered to provide internships to qualified graduate students. Rebecca Bianchi MHA '23 was matched with the START Senior Solutions advocacy team. Her project focused on developing training procedures for advocates, creating care plans, and interviewing the advocacy team to document the core advocacy process.



### Interprofessional Education (IPE) Scholars

The IPE Scholars program offers health professions students a chance to increase their knowledge about interprofessional education and develop interprofessional collaboration skills. Claire Knutson, MHA '22 shares, "As an MHA student, it is very important to understand the various perspectives of the different healthcare professionals I will be working with. The IPE curriculum pushed my boundaries for understanding what it means to work interprofessionally, and I have gained a deeper understanding and appreciation for the healthcare field as a result." MHA Class of 2022 IPE Scholars include Claire Knutson, Marissa Sandkuhler, Rachel Rahman, and Allison Weidman.

### Lowell & Leslie Kruse Scholarship for Community Performance Excellence

The Communities of Excellence Scholarship was established by Lowell and Leslie Kruse in the spring of 2011 with students at the University of Minnesota. Kruse Scholars engage with Communities of Excellence 2026 through educational activities and projects designed to add value to student learning and orient them to the skills needed as future leaders to improve the performance of the communities they will live in. Current Kruse Scholarship recipients include Moriam Yarrow MHA '22, Vanessa Santamaria MHA '22, and Candelaria Conde de Frankenberg MHA '23.

## Summer 2022 Residential Residency Placements

38 students are placed in administrative residencies in healthcare organizations across the country.

**Accenture** - Minneapolis, MN

**Allina Health** - Minneapolis, MN (2)

**Blue Cross Blue Shield** - Minneapolis, MN

**CentraCare** - Monticello, MN

**Children's Minnesota Hospital** - Minneapolis, MN

**Cleveland Clinic** - Cleveland, OH

**Foundation for Cancer Care in Tanzania** - Moshi, Tanzania

**Geisinger** - Danville, PA

**Guidehouse** - Washington, DC

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

**HealthPartners** - Bloomington, MN

**Hennepin Health** - Minneapolis, MN

**Johnson & Johnson** - New Brunswick, NJ (3)

**JPS Health Network** - Dallas, TX

**Marshfield Clinic Health System** - Eau Claire, WI

**Mayo Clinic** - Mankato, MN (2) and Eau Claire, WI

**Medical Business Services** - Minneapolis, MN

**Medtronic** - Minneapolis, MN

**Mercyhealth** - Janesville, WI

**OhioHealth** - Columbus, OH

**Prime Therapeutics** - Bloomington, MN (2)

**Summit Orthopedics** - Minneapolis, MN

**Twin Cities Orthopedics** - Bloomington, MN

**UCHealth** - Denver, CO

**University of California, Irvine Medical Center** - Irvine, CA

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

**University of North Carolina** - Chapel Hill, NC



## MHA Residential Class of 2022 Placements

The Master of Healthcare Administration (MHA) residential track is well-positioned to launch the careers of future healthcare leaders. Minnesota alumni drive leadership, innovation, and impact in healthcare.

### Class of 2022

41 graduates | 100% graduation rate | 100% employed by July 1 of their graduating year

### Placements

<b>Advocate Aurora Health, IL</b>	<b>M Health Fairview, MN (2)</b>
<b>Allina, MN (3)</b>	<b>Mayo Clinic, AZ</b>
<b>Aspirus, WI</b>	<b>Mercyhealth, WI</b>
<b>ChenMed, FL (2)</b>	<b>Northwestern, IL (2)</b>
<b>Children's Wisconsin, WI</b>	<b>OhioHealth, OH</b>
<b>Cleveland Clinic, OH (2)</b>	<b>Providence Health System, WA</b>
<b>Columbia University Vagelos College of Physicians and Surgeons, NY</b>	<b>Seattle Children's, WA</b>
<b>Duke Regional Hospital, NC</b>	<b>Texas Children's Houston, TX</b>
<b>Hartford Healthcare, CT</b>	<b>TIDI Products, MN</b>
<b>HCA, FL, MO, VA (3)</b>	<b>UCHealth, CO (3)</b>
<b>HealthPartners (3), MN</b>	<b>UMichigan, MI</b>
<b>Huron Consulting, US</b>	<b>UnitedHealth Group, MN</b>
<b>Luminis, MD</b>	<b>University of Iowa Hospitals and Clinics, IA</b>
	<b>University of Pittsburgh Medical Center, PA</b>
	<b>USC Keck Medicine, CA</b>
	<b>Ventura County Medical Center, CA</b>

## Residential Student Case Competitions

### University of Alabama Birmingham (UAB) Health Administration Case Competition

Marissa Sandkuhler MHA '22, Dominick Mesdjian MHA '22, and Emily Johnson MHA '22 won the 16th UAB Annual Health Administration Case Competition. The team traveled to Birmingham to present their recommendations before a national panel of judges. The University of Minnesota team created a three-year growth strategy and a novel customer service model for CVS-Aetna in Delaware. Claire Holland MHA '23 served as the first-year observer student.



### Trinity University PRISM Pitch Competition

Rahul Godula MHA '23 and Braedon Leslie MHA '23 were awarded the overall "Best in Show" prize for their Cadence Pain Management concept at the virtual Healthcare PRISM Pitch Competition. The case competition challenges graduate students to apply knowledge and behaviors that will prepare them to be disruptive forces of positive change from within the healthcare system. Additional University of Minnesota student participants included: Henry Burns MHA '23, Malia Lambrecht MHA '23, Megan Jacobson MHA '23, and Elliot Forrest MHA '23.



### The Ohio State University Case Competition

Summer Jaber MHA '23, Lucas Halvorson MHA '23, and Jacob Ford MHA '23 won the Ohio State University First-Year Health Administration Case Competition. The competition provides first year graduate students from CAHME-accredited health administration programs with an opportunity to address real healthcare problems outlined in a professionally prepared case and present their recommendations to a panel of judges composed of healthcare professionals.





## Residential Student Case Competitions

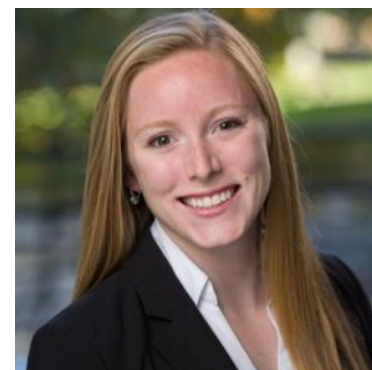
### Business School Alliance for Health Management Case Challenge

Erin Green MHA '22, along with three University of Minnesota MBA '23 students, won second place at the annual Business School Alliance for Health Management Case Challenge. The team worked to create an integrated health system for Jharkhand, India, focused on community health workers who provide basic health services and education and the referral of more acute cases to specialty practitioners.



### University of Minnesota Interdisciplinary Health Data Competition

Emily Johnson MHA '22 and Alex Johnson MD '24 were awarded first place in the University of Minnesota Interdisciplinary Health Data Competition. This year, students were asked to complete an exploratory analysis of the Hospital Consumer Healthcare Provider & Systems (HCAHPS) survey to assess how patient experience in a hospital setting relates to other aspects of care. Emily and Alex's winning project was titled "Promoting Equity in Medicare's Value Based Purchasing Program".



### Cleveland Clinic Case Competition

Alex Last MHA '23, Carly Critchfield MHA '23, Laura Knutson MHA '23, and Dana Varughese '23, reached the quarter finals of the onsite Cleveland Clinic case competition. Participants are given a weekend to develop recommendations to be reviewed by a team of Cleveland Clinic caregivers. The team developed a home-based primary care model that delivers innovative, personalized, and trustworthy care to the aging population and individuals with chronic health conditions.



## Residential Student Case Competitions

### Cornell Sloan & Centura Health Case Competition

Two teams advanced to the on-site semi-final and final rounds of the Cornell Sloan Program in Health Administration Case Competition, co-sponsored this year by Centura Health in Denver, Colorado. University of Minnesota student participants included: Samta Bhakta MHA '22, Jacob Haag '22, and Claire Holland '23 (semi-finalists) and Ernie Srimanekulroj MHA/MBA '24, Furhan Siddiki MHA '22 and Muskaan Gupta MHA '22 (finalists).



### CLARION Local Case Competition

Candelaria Conde de Frankenberg, MHA '23, took second place in the 2022 University of Minnesota Local CLARION Case Competition. Additional University of Minnesota participants included: Andy Lindmeier, MHA '23 (third place), Lizzy Case MHA '23, Jun Chen MHA '23 and Dana Varughese MHA '23. This year, the CLARION Case Competition challenged teams to work interprofessionally on the topic "Solving for Burnout: A focus on belonging in healthcare teams and organizations."



### UMN Global Health Case Competition

Student participants: Victoria Anderson MHA '23, Ben Holcomb MHA '23 and Tyler Moon MHA '23.

### National Association of Health Services Executives Case Competition

Student participants: Moriam Yarrow MHA '22, Vanessa Santamaria MHA '22, and Muskaan Gupta MHA '22

### University of California Los Angeles Case Competition

Student participants: Daniel Okabue MHA '22, Kent Edeburn MHA '23, Lucas Halvorson MHA '23, and Dana Varughese MHA '23, Navin Nyer MHA '23, Ernie Srimanekulroj MHA/MBA '24, Lexi Schuder MHA '23, and Reily Ondrula MHA '23.

## Residential Advanced Problem Solving Capstone Projects

### **Allina Health**

Topic: Home & Community Services Project - Operational Effectiveness  
Faculty Advisor: Jerry Nye, MHA  
Site Preceptor: Julia Crist, MHA

### **CentraCare**

Topic: Rural Health Small Hospital Service Design  
Faculty Advisor: Mary Ellen Wells, MHA  
Site Preceptors: Brian Bauk, MHA and Zach Bork, MHA

### **Essentia Health**

Topic: Post-Acute Strategy  
Faculty Advisor: Amanda Tufano, MHA  
Site Preceptors: Tammy Kritzer, MBA and Tory Robinett, MHA

### **Hazelden Betty Ford Foundation**

Topic: Clinically Integrated Mental Health Services  
Faculty Advisor: Alison Page, MHA  
Site Preceptors: Jennifer Lohse, JD and Leslie Adair, PhD

### **HealthPartners**

Topic: Healthcare Sustainability  
Faculty Advisor: Ryan Armbruster, MHA  
Site Preceptors: Dana Slade and Allison Egan

### **HealthPartners**

Topic: Resiliency for Ambulatory Clinicians and Staff  
Faculty Advisor: Greg Hart, MHA  
Site Preceptor: Leslie Dockan, RN, MHA

### **M Health Fairview**

Topic: Women's Health Services - Labor & Delivery  
Faculty Advisor: Kris Mullen, MHA  
Site Preceptors: Beth Heinz, MHA and Christina Haupt, MHA

### **Maple Grove Hospital**

Topic: Post-Operative Alternative Care Options  
Faculty Advisor: Julie Pettit, MHA  
Site Preceptors: Wendy Ulferts, MSN, MBA and Maura Hamilton, MHA

### **Mayo Clinic/St. Mary's**

Topic: RFID Use for Organizations & Patients  
Faculty Advisor: Bjorn Berg, PhD  
Site Preceptors: Jamie Newman, MD, MHA, Monica Sveen-Ziebell, MBA and Jessica Stellmaker

### **Portico HealthNet**

Topic: Medicaid & Medicare Enrollment Offering  
Faculty Advisor: Kim Parrish, MBA  
Site Preceptor: Molly McCormick, MA



## Executive Capstone Projects

### **Bon Secours Mercy Health**

Topic: Analysis of Emergency Department Utilization with Strategic Assessment

### **Children's Minnesota**

Topic: IT Internship Program Pilot for Children's MN

### **Children's Minnesota**

Topic: Hospital Redesign in Uncertain Times; A Story of a Pediatric Limited Stay Unit

### **Hennepin Health ACO**

Topic: Addressing Unaddressed Chronic High-Risk Medical Conditions in an Urban Primary Care Practice (CSC Medicine Clinic)

### **Independent**

Topic: Defining Performance Management Data for Medicare Population Health/Value-Based Care Initiatives

### **Independent**

Topic: Primary Care Independence as a Way of Improving Healthcare and Saving Costs

### **Indian Health Service**

Topic: Governance as Leadership

### **Lakeview Clinic, Ltd., Carver County**

Topic: Evaluation and Findings of Urgent Care Placement in Carver County, Minnesota

### **Lifesprk**

Topic: Employee-Owned Senior Housing: A Recruitment & Retention Strategy

### **M Health Fairview**

Topic: Improving Operating Room Turnover at M Health Fairview: How to Get to Dinner with the Family

### **Mille Lacs Health System**

Topic: Physician Practice Models –Effective Solutions to Assist in Overcoming Physician Shortages and in Rural Healthcare

### **Non-profit caregiver organization (NPCO) located within a community hospital in California**

Topic: Caregiver Survey Analysis

### **Prime Therapeutics**

Topic: Assessing Claim Platforms Future State

### **Sky Lakes Medical Center**

Topic: Vaccinating the Frontier: A Model for Pandemic Associated Mass Vaccination Efforts in Rural Communities

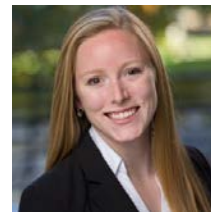
### **University of Minnesota's Masonic Cancer Center**

Topic: Improving the Performance of the Clinical Trials Office

## Residential and Executive Class Awards

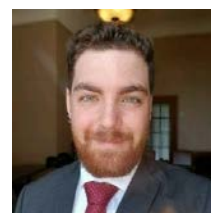
### James A. Hamilton Award

Emily Johnson 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

John Wiehe received the Class of 1954 Award in recognition of the best clerkship project during his summer residency at Primary Children's Hospital in Salt Lake City, Utah. John proposed a structure for an adolescent and young adult care transition project based on the AGot Transition framework, expert and patient interviews, and the utilization of the problem solving method.



### Stewart C. Thomson MD Memorial Award

John Wiehe also 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

Grant Kennon received the MHA Executive Capstone Award honoring the best executive MHA capstone project, as voted on by peers and faculty. His capstone explored a model for pandemic-associated mass vaccination efforts in rural communities at Sky Lakes Medical Center in Klamath Falls, Oregon.



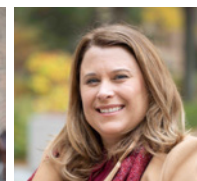
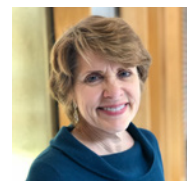
### Bright M. Dornblaser Award

Becca Ruff, Erin Green, Jacob Haag, and Abigail Roskop received the Bright M. Dornblaser Award in recognition of the best Capstone project, as voted on by peers and faculty. Their project focused on rural health small hospital service design at CentraCare.



## Faculty Teaching Awards

As voted on by the Executive 2022 Cohort, Senior Lecturer Ruth Mickelsen, JD, MPH, received the MHA Executive Teaching Award, and as voted on by the Residential 2022 Cohort, Senior Lecturer and Associate MHA Program Director Justine Mishek, MHA received the MHA Class of 1981 Faculty Teaching Award.



### Leonard Schuman Award for Excellence in Teaching

Assistant Professor Bjorn Berg, PhD, was awarded the 2022 Leonard M. Schuman Award for Excellence in Teaching. The award recognizes School of Public Health faculty who are particularly outstanding teachers in the art of conveying to their students the stimulation and interest in subject matter.



## Graduates

### MHA Executive Cohort of 2022



Ositadinma Anene



Justin Bachman



Curtis Batulis



Olivia Beckman



Amit Bhargava



Rachel Boerema



Natalie Lydon



Doug Emmitt



Kelly Forman



Zach Giebler



Alycia Johnson



Brenda Johnson



Grant Kennon



Amy Ninham



Abby Schlosser



Nate Scott



Serena Sherrel



## Graduates

### MHA Residential Class of 2022



Brock Aberle



Helena Abermanis



Lucas Anderson



Alex Beier



Ashley Aviles  
Brizuela



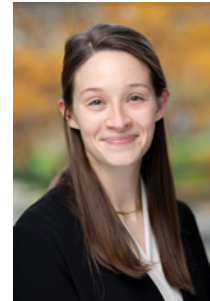
Samta Bhakta



Marie Bonine



Sarah Culver



Katelin Cunningham



Jamie Gaarder



Chloe Goodman



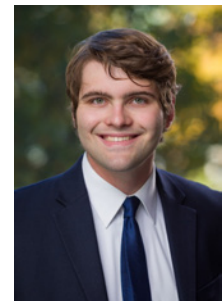
Erin Green



Muskaan Gupta



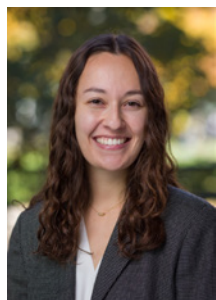
Priya Gupta



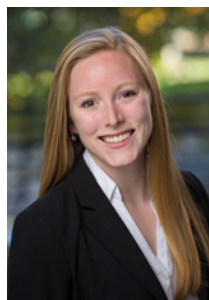
Jacob Haag



Megan Helfers



Margit Hermann



Emily Johnson



Claire Knutson



Lauren Kohler



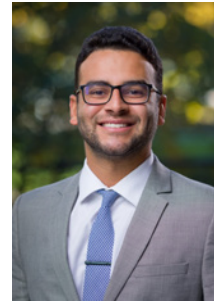
Molly Kraemer



Dominick Mesdijan



Brandon Milne



Louis Monette



Daniel Okabue



Rachel Rahman



Gavin Reynolds



Abigail Roskop



Becca Ruff



Marissa Sandkuhler



Vanessa  
Santamaria



Shane Seifert



Furhan Siddiki



Taylor Sinn



Sophia Truso



Milan Urukalo



Jessica Vattiprolu



Rahat Verma



Alli Weidman



John Wiehe



Moriam Yarrow



## New MHA Executive Track Offerings

### Healthcare Management Certificate for Behavioral Health

Our new graduate-level [Healthcare Management Certificate — exclusively for behavioral health professionals](#) — is a collaboration with Hazelden Betty Ford Graduate School of Addiction Studies, providing students with a unique and unrivaled opportunity to learn from two world-renowned leaders in public health and addiction and behavioral health education.

We welcomed our first cohort in January 2022 and look forward to learning with another cohort in 2023.

### Executive Track Organizational Relationships

The MHA Executive Track has recently been successful in establishing exclusive relationships with organizations to educate their future leaders. The Minnesota MHA program is preferred by leading healthcare organizations for our commitment to providing students with the knowledge and skills they need to become successful leaders in today's healthcare industry. In addition, organizations see value in a program that is designed and optimized for busy professionals and provides a cohort-learning experience that is second to none. For these reasons, organizations see value in a relationship with the Minnesota MHA Executive Track to develop their future leaders and recruit and retain top talent to their organizations. Please contact Ryan Armbruster ([armb0001@umn.edu](mailto:armb0001@umn.edu)), Senior Fellow and Director of Health Administration Executive Studies, for further information.

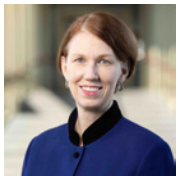




## Faculty

Research active faculty generate and share new findings in the classroom, while practitioner faculty bring extensive industry experience.

### 2021-2022 Selected Publications of Research Active MHA Faculty, and Courses



#### 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 teaches Private Purchasers of Health Care, and Health & Health Systems*

Cai, S., D. Anderson, C. Drake, J. Abraham. "Association Between Provider-Sponsored Health Plan Ownership and Health Insurance Marketplace Plan Quality." 2021, *Journal of General Internal Medicine*, First published online 17 February 2022.

Nikpay, S., E. Golberstein, H. Neprash, C. Carroll, J. Abraham. "Taking the Pulse of Hospitals' Response to the New Price Transparency Rule," 2021, *Medical Care Research and Review*, First published online 19 June 2021.

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>



#### 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 teaches Operations Research and Quality in Health Care.*

Bansal, A., Berg, B. P., & Huang, Y.-L. (2021). A value function-based approach for robust surgery planning. *Computers and Operations Research*, 132. [doi: 10.1016/j.cor.2021.105313](https://doi.org/10.1016/j.cor.2021.105313)

Bai, Y., & Berg, B. P. (2021). Mitigating Nonattendance Using Clinic-Resourced Incentives Can Be Mutually Beneficial: A Contingency Management-Inspired Partially Observable Markov Decision Process Model. *Value in Health*, 24(8), 1102-1110. [doi: 10.1016/j.jval.2021.03.014](https://doi.org/10.1016/j.jval.2021.03.014)

Huang, Y.-L., Bansal, A., Berg, B., Sanvick, C., Klavetter, E. W., Sandhu, G. S., & Greason, K. L. (2021). An Algorithm for Pairing Interventionalists and Surgeons for the TAVR Procedure. *Journal of Medical Systems*, 45(4). [doi: 10.1007/s10916-021-01722-x](https://doi.org/10.1007/s10916-021-01722-x)

Bansal, A., Berg, B., & Huang, Y.-L. (2021). A distributionally robust optimization approach for coordinating clinical and surgical appointments. *IIE Transactions*, 53(12), 1311-1323. [doi: 10.1080/24725854.2021.1906467](https://doi.org/10.1080/24725854.2021.1906467)

Wherry, K. S., Dowd, B. E., Kuntz, K. M., Berg, B. P., McGovern, P. M., & Pruett, T. L. (2021). Return to work after deceased donor kidney transplant under the kidney allocation system. *Clinical Transplantation*. [doi: 10.1111/ctr.14444](https://doi.org/10.1111/ctr.14444)



### 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 teaches Information Technology in Healthcare.*

Cross, D. A., Stevens, M. A., Spivack, S. B., Murray, G. F., Rodriguez, H. P., & Lewis, V. A. (2021). Survey of Information Exchange and Advanced Use of Other Health Information Technology in Primary Care Settings: Capabilities In and Outside of the Safety Net. *Medical Care*. Online First Dec 28, 2021. doi: 10.1097/MLR.0000000000001673

Cross, D. A., Pestka, D. L., White, K. M., & Shah, S. (2021). Business not as usual: Implementation Strategies that Support Learning during the COVID-19 Pandemic. *Mayo Clinic Proceedings: Innovations, Quality & Outcomes*, 5(6), 1008--1011.

Henning-Smith, C., Cross, D.A., & Rahman, A. (2021). Challenges to Admitting Residents: Perspectives from Rural Nursing Home Administrators and Staff. *INQUIRY: The Journal of Health Care Organization, Provision, and Financing*, 58, 00469580211005191.

Rozier, M. D., Patel, K. K., & Cross, D. A. (2021). Electronic Health Records as Biased Tools or Tools Against Bias: A Conceptual Model. *The Milbank Quarterly*.

Adler-Milstein, J., Raphael, K., O'Malley, T. A., & Cross, D. A. (2021). Information sharing practices between US hospitals and skilled nursing facilities to support care transitions. *JAMA network open*, 4(1), e2033980--e2033980.

Burke, R. E., Phelan, J., Cross, D.A., Werner, R. M., & Adler-Milstein, J. (2021). Integration Activities Between Hospitals and Skilled Nursing Facilities: A National Survey. *Journal of the American Medical Directors Association*.

Baxter, S. L., Apathy, N. C., Cross, D. A., Sinsky, C., & Hribar, M. R. (2021). Measures of electronic health record use in outpatient settings across vendors. *Journal of the American Medical Informatics Association*, 28(5), 955--959.

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--66.

Cross, D. A., Levin, Z., & Raj, M. (2021). Patient Portal Use, Perceptions of Electronic Health Record Value, and Self-Rated Primary Care Quality Among Older Adults: Cross-sectional Survey. *Journal of medical Internet research*, 23(5), e22549.

McHugh, J. P., & Cross, D. A. (2021). The application of organizational slack to hospital system responsiveness during the COVID-19 pandemic. *Journal of Hospital Management and Health Policy*, 5(June), A14.



### 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. Dill teaches Health Care Human Resource Management.*

Dill, Janette, Jennifer C. Morgan, and Emmeline Chuang. 2021. "Improving medical assistant (MA) job quality: Career ladders for MAs in primary care." *Journal of General Internal Medicine*, 36 (11), 3423-3430. <https://doi.org/10.1007/s11606-021-06814-5>

Jill Yavorsky, Enrica Ruggs, and Janette Dill. 2021. "Gendered skills and unemployed men's resistance to 'women's work.'" *Gender, Work, and Organization*, 28 (4), 1524-1545 <https://doi.org.ezp1.lib.umn.edu/10.1111/gwao.12694>

Travers, J.L., Caceres, B.A., Vlahov, D., Zaidi, H., Dill, J., Stone, R.I., Stone, P.W. 2021. Federal requirements for nursing homes to include certified nursing assistants in resident care planning and interdisciplinary teams: A policy analysis. *Nursing Outlook*, 69 (4), 617-625. <https://doi.org/10.1016/j.outlook.2021.01.004>

Swiatek, Scott and Janette Dill. 2021. "Age and men's entry and retention in female-dominated occupations." *Sociological Focus* 54 (2), 138-152. <https://doi.org/10.1080/00380237.2021.1894282>



### **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. Grande teaches Population Health.*

Hartasanchez SA, Grande SW, Montori VM, Kunneman M, Brito JP, McCarthy S, Hargreaves I (2021) Shared Decision Making Process Measures and Patient Problems. *Patient Education and Counseling*, 105 (7): 2457-2465.

Robbins A, Grande SW, Alwan F, Soul MR, Strand JJ, Helmer G, Andrade R, Perry T (2021) TAVR Physician's Perspectives: Patient Involvement in Surgical Bailout Planning. *Journal of Thoracic and Cardiovascular Surgery Open*, 9, 74-81.

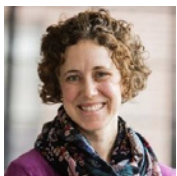
Mikal J, Wurtz R, Grande SW (2021) Older adults' use of computer-mediated communication (CMC) to maintain connection, access resources and stay informed following the WHO's declaration of a pandemic. *Gerontology and Geriatric Medicine*. 7, 1-11.

Wurtz R, Grande SW, Mikal J (2021) Social media as a modern Emergency Broadcast System: A longitudinal qualitative study of social media during COVID-19 and its impacts on social connection and social distancing compliance. *Computers in Human Behavior Reports*. <https://doi.org/10.1016/j.chbr.2021.100137>

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*. <https://doi.org/10.1080/08882746.2021.1952388>

### **Non-Empirical**

Ratanawang JP, Naslund JA, Mikal J, Grande SW (2021) Achieving the potential of mHealth in medicine requires challenging the ethos of care delivery. *Primary Health Care Research & Development*, 23:e18.



### **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 teaches Principles of Health Policy.*

Henning-Smith, C., Alberth, A., Bjornestad, A., Becot, F., & Inwood, S. (2022). Farmer mental health in the US Midwest: key informant perspectives. *Journal of Agromedicine*, 27(1), 15-24. (Originally published in 2021.)

Norby, F., Lutsey, P., Shippee, N., Chen, L., Henning-Smith, C., Alonso, A., Walker, R., & Folsom, A. (2021). Direct oral anticoagulants and warfarin for atrial fibrillation treatment: rural and urban trends in Medicare beneficiaries. *American Journal of Cardiovascular Drugs*, Epub ahead of print, doi: 10.1007/s40256-021-00502-9.

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

Gonzales, G., Henning-Smith, C., & Ehrenfeld, J. (2021). Changes in health insurance coverage and access to care for sexual minorities, 2013-2018. *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. (2021). Rurality, death, and health care utilization in heart failure in the community. *JAHA: Journal of the American Heart Association*, 10(4).

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

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

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



### **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. Huckfeldt teaches Health Economics.*

Yang Z, Huckfeldt P, Escarce JJ, et al. (2022) "Did the Hospital Readmissions Reduction Program Reduce Readmissions without Hurting Patient Outcomes High Dual-Proportion Hospitals Prior to Stratification." *Inquiry* March 22, 2022. (Accepted in 2021). <https://doi.org/10.1177/00469580211064836>

Smith LB, Yang Z, Golberstein E, Huckfeldt P, Mehrotra A, Neprash HT (2021). "The Effect of a public transportation expansion on no-show appointments." *Health Services Research*. <https://doi.org/10.1111/1475-6773.13899>

Sood N, Yang Z, Huckfeldt P (corresponding author), Escarce JJ, et al. (2021). "Geographic Variation in Medicare Fee-for-Service Health Care Expenditures Before and After the Passage of the Affordable Care Act." *JAMA Health Forum* 2021;2(12): e214122.

Huckfeldt PJ, Gu J, Escarce JJ, Karaca-Mandic PK, Sood N (2021). "The association of vertically integrated care with health care use and outcomes." *Health Services Research* 56(5): 817-827.

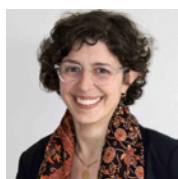
Sood N, Shier V, Huckfeldt PJ, Weissblum L, Escarce JJ (2021). "The effects of vertically integrated care on health care use and outcomes in inpatient rehabilitation facilities." *Health Services Research* 56(5): 828-838.

Gu J, Huckfeldt P, Sood N (2021). "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.

Qin X, Huckfeldt P, Abraham J, Yee D, Virnig B (2021). "Generic entry of aromatase inhibitors and pharmaceutical access: Initiation of hormonal therapy, timeliness of initiation, and drug choice." *Research in Social Administrative Pharmacy* 17(9): 1588-1595.

Ouslander J, Reyes B, Yang Z, Engstrom G, Tappen R, Newman D, Huckfeldt PJ (2021). "Nursing home performance in a trial to reduce hospitalizations: Implications for future trials." *Journal of the American Geriatrics Society*. 69(8): 2316-2326.

Wilcock AD, Joshi S, Escarce J, Huckfeldt PJ, Nuckols T, Popescu I, Sood N (2021). "Luck of the draw: Role of chance in the assignment of Medicare readmissions penalties." *Plos One* 16(12): e0261363. <https://doi.org/10.1371/journal.pone.0261363>



### 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 teaches*

*Statistics for Health Management Decision Making.*

Nikpay, S.S., Golberstein, E., Neprash, H., Carroll, C., and Abraham, J. (2021) Taking the Pulse of Hospitals' Response to the New Price Transparency Rule. *Medical Care Research and Review*. Jun 19;10775587211024786. doi: 10.1177/10775587211024786.

Nikpay, S. S. Tschauter, C. Scott, N., & Puskarich, M. (2021) Association of Hospital Closures with Changes in Medicare-Covered Ambulance Trips among Rural Emergency Medical Services Agencies. *Academic Emergency Medicine*. Vol 28(9): 1070-1072. doi: 10.1111/acem.14273.

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.



### 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. Parsons teaches Operations Research and Quality in Health Care.*

Parsons HM, Abdi H, Nelson VA, Claussen A, Wagner BL, Sadak KT, Scal PB, Wilt TJ, Butler M. Transitions of care from pediatric to adult services for children with special healthcare needs. Comparative Effectiveness Reviews. In press. (Dataset: Systematic Review).

Mariotto AM, Enewold L, Parsons HM, Zeruto CA, Yabroff KR, Mayer DK. US workforce to care for the growing number of cancer survivors: utilization by specialty. *JNCI*. In press.

Jewett PI, Vogel RI, Ghebre R, Rao A, Hui JYC, Parsons HM, Sagaram S, Blaes AH. Rapid implementation of telehealth during COVID-19: reducing or increasing disparities in cancer care? In press.

Gu C, Jewett PL, Yabroff RK, Vogel RI, Parsons HM, Purani H, Blaes AH. (2022). Forgoing physician visits due to cost: Regional clustering among cancer survivors by age, sex and race/ethnicity. *Journal of Cancer Survivorship*. Mar 22. doi: 10.1007/s11764-022-01201-3. Epub ahead of print. PMID: 35316473. (Dataset: Behavioral Risk Factor Surveillance System survey).

Rivers Z, Parsons HM, Jacobson P, Kuntz K, Farley J, Stenehjem D. (2022). Opportunities for personalizing colorectal cancer care: an analysis of SEER-Medicare data. *The Pharmacogenomics Journal*. doi: 10.1038/s41397-022-00276-6. Epub ahead of print. PMID: 35361994. (Dataset used: SEER cancer registry data linked with Medicare claims)

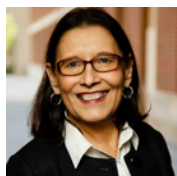
Gupta A, Nshuti L, Grewal US, Sedhom R, Parsons HM, Blaes AH, Virnig BA, Lustberg MB, Subbua IM, Nipp RD, Dy SM, Dusetzina SB. (2022). Financial burden of drugs prescribed for cancer-associated symptoms. *JCO Oncol Pract*. Feb;18(2):140-147. PMID: 34558297. (Dataset: GoodRX website and clinical practice guidelines).

Ravishankar A, Freese RL, Parsons HM, Warshaw EM, Goldfarb NI. (2022). Trends in patch testing in the Medicare Part B fee-for-service population. *Dermatitis*. 01;33(2):129-134. PMID: 34115665; PMCID: PMC8655313. (Dataset used: Medicare Part B Physician/Supplier Procedure Summary File)

Johnson B, Lindgren BR, Blaes AH, Parsons HM, LaRocca CJ, Farah R, Hui JYC. (2021). The new normal? Patient satisfaction and usability of telemedicine in breast cancer care. *Annals of Surgical Oncology*. Oct; 28(10):5668-5676. (Dataset: Health system survey)

Abraho R, Maguire FB, Morris CR, Parikh-Patel A, Parsons HM, Keegan THM. (2021). 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. *Cancer Causes & Control*. 32(1):95-101. PMID: 33156483. (Dataset used: California Cancer Registry data linked with Medicaid enrollment files).

Haizel-Cobbina J, Moertel C, Spector L, Parsons HM. (2021). Racial and ethnic disparities in survival of children with brain and central nervous system tumors in the United States. *Pediatric Blood & Cancer*. 68(1):e287738. PMID: 32970937. (Dataset used: SEER cancer registry data).



### **Katie White**

*Dr. White's research areas include chronic care management teams, end of life care, care coordination mechanisms, ACOs, organization change implementation, and performance measurement systems.*

*She is particularly interested in healthcare reform and its effects on strategic decision-making in health care organizations, effectiveness of implementation of team-based innovative approaches to health care delivery, and effects of performance measurement systems on providers and clinical teams.*

*White teaches Leadership, Principles of Management in Health Services Organizations, and Qualitative Research Theory and Mixed Methods for Health and Health Services Research.*

McDonald, T., White, K.M., Huang, T., Whaley, C., Dowd, B. (2021). Clinic price reductions in a tiered total cost network. *The American Journal of Managed Care*, 27(9):e316- e321

Tignanelli, C., Shah, S. Switzer, S.P., Shippee, N., Kosednar, K.M., Wogensen, P., Jones, E., Butler, M., Wagner, B., Rhein, J., Benson, B., Usher, M., Melton-Meaux, G., Petska, D., Badlani, S., White, K.M., Reding, M. (2021). Implementation of an anticoagulation practice guideline for COVID 19 via a clinical decision support system in a large academic health system and its REAIM evaluation. *JMIR Medical Informatics* 9 (11), p.e30743-e30743. doi: 10.2196/30743

Danan, E., White, K.M., Wilt, T., Partin, M. (2021). Reactions to Recommendations and evidence about prostate cancer screening among White and Black male Veterans. *American Journal of Men's Health*, doi: 10.1177/1557988321102210.

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Cross, D.A., Petska, D.L., White, K.M., Shah, S. Business not as usual: Implementation strategies that support learning during the COVID-19 pandemic. *Mayo Clinic Proceedings: Innovations, Quality & Outcomes*, forthcoming.

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## Thank you alumni and friends who volunteered this year!

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Amber Larson  
Amy Overton  
Anne Jensen  
Bill Stout  
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Caitlin Campbell  
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Emily Levin  
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Heidi Hayes  
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Jake Rosenberg  
Jamie Hornibrook  
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Megan Olson  
Minna Montgomery  
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Nils Johnson  
Phil Johnson  
Shannon Lorbiecki  
Sumukh Sathnur  
Zach Bork

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Joy Harken  
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Sangeeta Vijayagopalan  
Gabrielle Cummings  
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### Prospective Residential Student Interviewers

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Meg Templeton  
Pete Engler  
Lisa Tzanakis  
Katie Reysack  
Spencer Cahoon  
Caleb Ahrns

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Leslie Dockan  
LeAnn Born  
Rafael Andrade  
Julia Crist  
Rachel Kuhnly  
Jerry Nye

Thank you Alumni and Friends who volunteered this year!

### Fall 2021 Guest Speakers

Abe Jacob, MD	Emily Blomberg	Manny Munson-Regala
Adam Berry	Emily Hermann	Mark Welton, MD
Alison Page	Erika Schuld	Marvin Plakut
Amie Tunheim	Gayle Mattson	Matt Holcomb
Amy Harris	Gina Hawley	Megan Remark
Andy Cochrane	Greg Hart	Mike Harris
Andy Hurst	Jake Rosenberg	Mitchell Radin
Becky Markowitz	James Wittenborg	Muhamad Elrashidi, MD
Beth Heinz	Jeff Shoemate	Nick Migliore
Bhupinder Manhani	Jennifer Myster	Nour Saad
Bianca Nguyen	Jerome Siy, MD	Patrick Adams
Brett Edelson	John Engebret	PJ Weiner
Bryan Williams, MD	Julia Crist	Pradipta Komanduri
Cara McNulty	Justin Ley	Rachel Kuhnly
Dana Slade	Katrina Anderson	Ron Werft
Dave Carpenter	Kevin Winneroski	Shanda Demorest
Dave Dickey	Kobby Amora	Steven Underdahl
David Hottinger	Laalitha Surapeneni,	Victor Fields
Elliot Wortham	MD, MPH	Whitney Johnson

Thank you Alumni and Friends who volunteered this year!

### Spring 2022 Guest Speakers

Alison Koehler	Jamie Newman, MD	Matt Timmel
Alison Page	Jason Helling	Maura Hamilton
Alissa Light, MS	Jennifer Lohse	Michael Currie, MPH
Alyssa Arrese (Trocchio)	Jessica Stellmaker	Molly McCormick
Amanda Tufano	John Driscoll	Monica Sveen-Ziebell, MBA
Amber Larson	Jonathan Godsall	Nate Scott, MD MHA
Ana Fitzgibbon	Jonathan Waller	Olivia Beckman, MD, MPH
Angelia Brevard	Julie Pettit	Pradipta Komanduri
Ashley Gibson	Julie Sonier	Quyen Ngo, PhD
Barbara Tretheway, JD	Justine Welsh, MD	Rob Thames
Beth Heinz	Jyoti Mishra	Rushika Fernandopulle, MD, MPP
Bridget Perkins	Karin Lund	Ryan Christensen
Chris Waugh	Kario Brooks	Shelly Lee
Christina Haupt	Kayla Vinje	Sugandha Rajput
Christine Bent	Kelly Jo Powerstorm	Tammy Kritzer
Cole Wensman	Kris Mullen	Tori Utley
Dave Henriksen	Krista Applebee	Tory Robinett
Gagan Sharma	Leslie Adair	Victor Montori, MD
Greg Hart	Leslie Docken	Victor Wong
Hallie Johnson	Lindsey Niswanger	Vladimir Makatsaria
Hannah Johnson	Maggie Horan	Wendy Ulferts, MSN, MBA
Harington Joe	Mallory Koshiol	Yeng Yang
Heather Bjorneberg	Maria Regan Gonzalez, MPH	
Jake Rosenberg	Mary Ellen Wells	
James Wittenborg	Matt Miller, PhD	
Jamie Galbreath		