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## LETTER FROM THE CHAIR



I am delighted to introduce myself to the Health Policy and Management community as the new chair of the Department as of December 2020. HPM has been my professional home for over 16 years, and it is a privilege to assume leadership of such a stellar department.

It is an honor to build on the legacy of my predecessor, Dr. Mark Roberts. In his 11 years as chair, Roberts fostered a

commitment to excellence in teaching and learning, service and public health practice, and scholarship. Roberts will be remembered for many outstanding contributions as chair, including launching new educational programs, recruiting an outstanding cadre of faculty members, and perhaps most importantly, making the people of HPM feel valued every day they came to work. Fortunately, Roberts remains part of our Pitt Public Health community, actively engaged in teaching and continuing to lead the Public Health Dynamics Laboratory. Please join me in wishing him well in these endeavors and in thanking him for his leadership.

We are also delighted to welcome a new dean of Pitt Public Health. Maureen Lichtveld, MD, MPH became dean on January 1, 2021. Prior to joining Pitt, Dean Lichtveld was professor and chair of the Department of Global Environmental Sciences at Tulane University's School of Public Health and Tropical Medicine where she also served as the director of the Center for Gulf Coast Environmental Health Research, Leadership and Strategic Initiatives. Dr. Lichtveld is a member of the National Academy of Medicine and has nearly 40 years of experience in environmental public health. She brings great energy to overseeing the growth and continued success of Pitt Public Health.

As I write this letter in January 2021, it is clear to all of us that 2020 was a year like no other. Every aspect of our mission and our daily activities as a Department was affected by the novel coronavirus pandemic. I am exceptionally proud of the adaptability, commitment, and resilience shown by our students, staff, and faculty who transitioned to fully remote teaching, learning, administration, and research overnight. Classes, meetings, interviews, residencies, research, and even graduation went virtual. Kevin Broom describes how HPM students took these changes in stride and made the best of many challenges (see page 3).

We also offer a snapshot of the many ways in which HPM contributed to the pandemic response by helping public health agencies, health systems, and governments respond to unprecedented challenges (see pages 9-11). This work

continues in 2021 as our research and practice inform ongoing public health mitigation strategies, the myriad ways the pandemic has forever changed health care delivery, and policies to reduce health inequities laid bare by the pandemic.

I wish to offer my hearty congratulations to two faculty members whose contributions to HPM are too numerous to count. Gerry Barron and George Huber both retired in 2020 (see page 4). They will be missed in the classroom, and their wisdom and decades of experience in public health and health care systems have profoundly shaped our Department. Please join me in wishing them well in retirement.

As we start the new year, I feel incredibly grateful to have shared this eventful year with HPM students, staff, and faculty. I also feel hope for the year ahead—hope that at some point soon we will end the routine use of the word 'unprecedented' and start using words like 'normal.' But my hope is that we return to a new normal, one with a more equitable society and one with public health and health care systems that are more resilient to threats like the ones we faced in 2020. Our HPM community has much to contribute to building that new normal, and I can't wait to join you in those efforts.

Please keep in touch and let us know how we can share the work you are doing with the HPM community.

A handwritten signature in black ink, appearing to read 'JMD', with a long horizontal flourish extending to the right.

**Julie M Donohue, PhD**

Professor and Chair, Health Policy and Management

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## LETTER FROM THE VICE CHAIR FOR EDUCATION

Since our last newsletter, the pandemic has altered our academic environment quite a bit. While the challenges were many, we were able to keep our academic programs moving forward and build upon our national reputation. I want to use my update to describe the obstacles we overcame.



Beginning in mid-March, Pitt converted into a virtual university due to the pandemic. For the department, this meant all classes and practical learning experiences moved to a fully virtual environment. Facilitating such a quick shift proved challenging for the school and our faculty who have minimal online teaching experience. With that being said, the conversion went rather smoothly, and everyone took the adjustments in stride. Our resilient students seemed to integrate seamlessly into the virtual academic setting. Our ongoing recruiting process also shifted to fully virtual, thereby requiring us to cancel prospective student visits to campus, including the school's Accepted Applicants Day. All academic endeavors remained virtual throughout the remainder of the spring semester, culminating with our very first virtual graduation ceremony. That was definitely a unique experience for everyone involved!

In May, once the first wave of COVID-19 cases finally started to subside, almost all of our residencies were reinstated as in-person experiences. This transition helped many of our returning students stay on track for being competitive when they enter the job market. We were very fortunate compared to other schools whose integrated experiences remained fully virtual, converted to unpaid experiences, or were cancelled outright. Thanks to our many wonderful strategic partners in the Pittsburgh area, our students did not face these major problems.

Despite all of these challenges in spring, we still found great success. We closed out the academic year by bringing in another outstanding cohort of students, one of our largest ever entering classes. Most of our first-year classes are now filled to capacity.

Many of our spring graduates successfully landed full-time work in the health industry. We placed eight graduates into administrative fellowships, including three earning fellowship starts at UPMC—the most ever in one cycle! Our new alumni found jobs as far away as New

York City, Charlottesville, and Chicago. The placements also reflect the diversity of the field—integrated delivery and financing systems, academic medical centers, medical device companies, biopharmaceutical enterprises, and even the U.S. District Court for the Western District of Pennsylvania.

During the fall semester, we were able to finally return to some in-person activities. For the new students, it was their first real opportunity to meet all of their new classmates and their faculty. We hope the spring brings us many more opportunities for them to network with each other, as well as our many fantastic alumni in the area. While the pandemic will keep presenting us with challenges, we will continue to bring great students into the Pitt HPM family, develop our current students into health industry professionals, and help launch the careers of our newest alumni.

### Kevin Broom

Associate Professor and Vice Chair for Education  
Director, MHA and MHA/MBA Programs

# DEPARTMENTAL UPDATES

## ASSOCIATE PROFESSOR BARRON RETIRED IN JUNE

For his two decades of dedication and service to Pitt Public Health, the Department of Health Policy and Management would like to thank Gerald Barron and offer sincere congratulations on his retirement. Barron, a 1971 graduate from the Department's Master of Public Health program, was an adjunct associate professor in the Department from 2002 to 2006 before joining the ranks as an associate professor for the next 14 years. He also served as the director of the MPH program from 2013 to 2017 and deputy director for the Center for Public Health Practice from 2015 until his retirement in June 2020.



Barron received his undergraduate degree in biology from State University of New York at Buffalo in 1970. Prior to his academic appointments at Pitt Public Health, Barron held numerous posts with the Allegheny County Health Department, including deputy director positions in environmental health, human health, and operations. In addition to having a local impact on public health, Barron extended his expertise to international consulting projects. He assisted in the development of a hazardous waste safe disposal project in Katowice, Poland and a community-based family practice system of healthcare for the residents of Astana, Kazakhstan. Barron's commitment to public health and his outstanding community record earned him the Graduate School of Public Health's "Distinguished Alumni Award" in 2008.

**From everyone at HPM, best wishes to you in your retirement, Gerry!**

## PROFESSOR HUBER RETIRED IN OCTOBER

George Huber taught in the Department of Health Policy and Management for 45 years, making an undeniable impact on generations of students and faculty and shaping the mission of the Department. Effective October 2020, Huber retired from his position with HPM in addition to his role as vice chancellor for research protections.



Huber received a BS in general engineering in 1963 from the U.S. Naval Academy, followed by a MS in industrial engineering from the University of Pittsburgh in 1965. He also studied at University of Southern California and Duquesne University, where he earned a MS in systems management and a JD, respectively.

Before working at the University, Huber served as the senior vice president for UPMC. In this role, he was responsible for directing corporate relations and regional programming.

He also established the UPMC Disaster Management Center, where he guided the overall executive direction and coordinated external relationships with local, state, and federal disaster management agencies. Furthermore, Huber was the general counsel for UPMC for 30 years, dating back to the formation of UPMC. Outside of Pitt and UPMC, Huber served as an industrial engineer in the U.S. Air Force, a senior director for research and consulting at Blue Cross of Western Pennsylvania, and a private practice attorney.

"As an attorney, industrial engineer, health systems manager and educator, George epitomizes the multidisciplinary nature of this department," says former Department Chair Mark Roberts. "George has been a constant source of sage advice on the School, University, the relationship with UPMC and a myriad of other topics. Always willing to help, I have sought his counsel repeatedly regarding difficult issues in the department."

**We thank you and wish you the best in your retirement, George!**

## HPM OFFERS UNIQUE MENTORSHIP OPPORTUNITIES WITH LOCAL AND REGIONAL LEADERS

Students in the Department of Health Policy and Management are offered a number of opportunities to expand their professional network and develop relationships with mentors. In addition to one-on-one mentorship matches with continuing students and senior professionals in the industry, an Executive in Residence (EIR) and Public Health Leader in Residence (PHLIR) are annually appointed to further expand students' knowledge about the world of practice.

### EXECUTIVE IN RESIDENCE DEBORAH BRODINE



Deborah Brodine graduated from the University of Pittsburgh's MHA/MBA program in 1993 after earning a BS in science managerial economics from Carnegie Mellon University in 1988. She currently serves as the president of UPMC Western Psychiatric Hospital and the Behavioral Health Services Network of UPMC. Brodine is also the president of UPMC Senior Services, which encompasses

the health system's home health, hospice, community-based care, and senior living and skilled nursing capabilities. In her over 25 years of health care leadership, she led the navigation of numerous payer-provider and value-based care models, designed and implemented care models for various settings that utilize innovative technologies, and steered acquisition, integration, joint ventures, and strategic partnership arrangements.

### PUBLIC HEALTH LEADER IN RESIDENCE JASON ORCENA



Jason Orcena is currently the health commissioner of the Union County Health Department in Marysville, Ohio—a position he started in 2008. Orcena received his Doctor of Public Health from the University of Illinois at Chicago in 2015. He also attended The Ohio State University, where he earned a BA in psychology in 1995 and an MA in sociology in 1999. Prior to his current position, he worked as the

division director the Union County Health Department's Division of Health Education and Community Partnerships. Orcena also lectures at Ohio State and is a member of the National Association of City/County Health Officials, serving on its Public Health Transformation Workgroup. Most recently, he contributed to a timely and critical project: Ohio's new Public Health Alert Advisory System, a COVID-19 risk communication system.

## ROBERTS APPOINTED TO RANK OF DISTINGUISHED PROFESSOR



For his outstanding contributions to the University of Pittsburgh and international reputation as an expert in decision analysis and mathematical simulation of disease modeling, Mark Roberts has been appointed to the rank of Distinguished Professor—the highest honor the University can bestow on a faculty member. Roberts served as the chair for the Department of Health Policy and Management from 2010 to 2020 and is the director of the Public Health Dynamics Laboratory. He holds secondary faculty appointments in medicine, industrial engineering, business administration, and clinical and translational science. On top of it all, he also is a practicing general internal medicine physician.

Roberts pioneered the art of interdisciplinary research in his field, bringing together clinician-researchers, industrial engineers, statisticians, and policy analysts to help solve the most vexing problems in health services and practice and launch lines of inquiry that would have otherwise been left untouched. His uplifting leadership and groundbreaking achievements have brought great distinction not only to the Department, but to the Graduate School of Public Health and University of Pittsburgh as well.

**Congratulations to Professor Roberts!**

# DEPARTMENTAL UPDATES

## NATIONAL ADVISORY COUNCIL GIVES HPM HIGH MARKS, MAKES RECRUITMENT RECOMMENDATIONS



**Above:** Mark Sevco and Lou Shapiro at the NAC meeting in February 2020.

The National Advisory Council (NAC) is a group of alumni, academicians, and industry professionals that volunteer their time and energy to the Department of Health Policy and Management in the interest of helping define and refine the Department's programmatic, teaching, and research goals. The NAC meets every 18 to 24 months to evaluate the Department's curriculum, provide an environmental assessment of the current trends in health care, public health, and health care policy, and anticipate future developments in the field. After meeting with faculty and students, the NAC's findings and recommendations are reported to the Dean. The Council last met on February 21, 2020.

A large portion of the meeting was dedicated to discussing the market potential of additional educational models, such as online/hybrid instruction, an undergraduate program, or additional graduate program tracks. In light of HPM's high quality educational opportunities, outstanding record of research, and the professional prospects of its students, the NAC recommended that HPM leverage its existing strengths to recruit more students to existing programs.

The Council also recommended that scholarship funds be expanded in order to recruit top-tier students to HPM programs. Soliciting local employers and health-related foundations to establish endowment-type funds may be one way to achieve this goal. Student recruitment efforts can also be boosted by an alumni ambassador program and forging strong partnerships with local and regional feeder programs.

Overall, the Council regards the Department as one of the best in the country and is consistently impressed with the quality and professionalism of its students. For more information on the NAC, please visit [www.publichealth.pitt.edu/hpm-nationaladvisorycouncil](http://www.publichealth.pitt.edu/hpm-nationaladvisorycouncil).



**From left to right:** Diane Howard, Martin Raniowski, and Mark Roberts at the NAC meeting in February 2020.



NAC members at the University Club for the Council meeting in February 2020. **Back row, left to right:** Diane Howard, Valerie Trott Williams, Mark Sevco, and David Blandino **Middle row, left to right:** Martin Raniowski, Lou Shapiro, and Sara Moeller **Front row: left to right:** Amy Richards and Sandra Potthoff

## DAWN GIDEON LECTURE AND WEBCAST



**From left to right:** Mark Roberts, Thuy Bui, Melinda Buntin, Ebbin Dotson, Maureen Hydok, and Kevin Altomari

Last year's Dawn Gideon Lecture and Webcast tackled the theme of "Reading the Sign Posts: How Healthcare Organizations are Using Social Determinants of Health to Address Health Disparities." Ebbin Dotson, assistant professor of health management and policy at the University of Michigan School of Public Health, served as the moderator. Three panelists joined Dotson on stage—Melinda Buntin, professor of health policy and chair of the Department of Health Policy at Vanderbilt University School of Medicine; Maureen Hydok, healthcare senior director at Huron Consulting Group; and Thuy Bui, associate professor of medicine and director of the Social Medicine Fellows Program at the University of Pittsburgh School of Medicine. Dotson tasked our three panelists with answering the question: has the needle moved since the last time this question about social determinants was addressed at this lecture two years ago?

According to the panelists, there is still a lot of work to be done. Compared to other Organization for Economic Cooperation and Development (OECD) countries, the United States spends less money on social services and more on health care. As a result, our health outcomes are not up to par. In the latest survey, said Bui, only about 24% of health care systems and 15% of physician practices have started to address social determinants of health.

The panelists attributed the slow development to a number of culprits. Current metrics are too short term, financial incentives do not align with long term goals, and data sharing creates a number of obstacles. From a policy standpoint, Buntin says many policies have unintended consequences that should be addressed or mitigated. For example, value-based payment structures, which reward good outcomes, may actually disincentivize health systems from treating the hardest to treat patients—those with social risk factors. Overall, the panelists agreed that

efforts need to move upstream to wellness, prevention, community health, safety, environmental health, and social services.

The panelists provided a number of examples of programs that are effectively undertaking this problem. Intermountain Healthcare partnered with local and state government agencies to pilot demonstration projects in Ogden and St. George, Utah that seek to address housing instability, food insecurity, transportation and mobility issues, and interpersonal violence. Right here in Pittsburgh, UPMC Health Plan works with the Pennsylvania Department of Housing and Urban Development to provide stable living arrangements for those who meet the criteria for houselessness. Those who participated in the program experienced a 42% decrease in unplanned medical care. So while the problem has not been solved, health care professionals are coming up with innovative solutions to get to the root of the issue.

The Department of Health Policy and Management extends a sincere thank you to all those who participated in the lecture and to the Dawn Gideon Foundation for their continued support of this lecture series.



**Above:** Moderator Ebbin Dotson

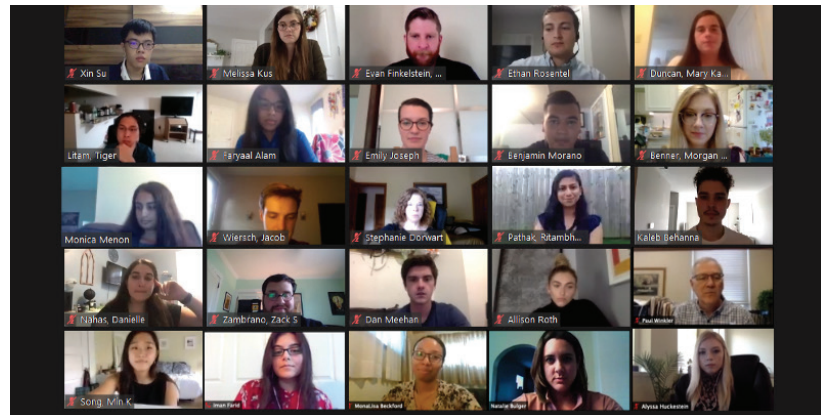


**From left to right:** Moderator Ebbin Dotson and panelists Melinda Buntin, Maureen Hydok, and Thuy Bui

For more information about the Dawn Gideon Foundation and to view recordings of previous lectures, please visit: [www.publichealth.pitt.edu/gideon-lecture](http://www.publichealth.pitt.edu/gideon-lecture)

## HPMAA UPDATE

The HPM Alumni Association has been working hard behind the scenes for much of this year formalizing our strategic goals, succession plan, and general operations. We look forward to sharing a summary of our work in 2021 and to outline where we envision the HPMAA going in the near future. We hope that many of you were able to join us for the virtual Alumni-Student Mixer on September 11th. This event was held in person in the past, but we pivoted to a virtual environment to ensure that new students were able to connect with our established and esteemed alumni. Adopting a speed networking approach, all students in attendance were able to “meet” all alumni present.



**Above:** Students and alumni gather via Zoom call for the virtual Alumni Student Mixer.

We are hopeful that we can utilize a similar virtual approach to more alumni networking and education opportunities in the future, allowing for alumni across the country to come together, hear from the program, and connect with each other. The Alumni Association also continues to explore ways to remotely connect alumni with Pitt faculty, current students, and each other to further establish our Pitt relationships. If you have suggestions on how the Alumni Association can assist alumni, students, or the program, we would love to hear from you.

New to the Executive Committee in 2020 are Alyshia Ravida as Vice President, Karl Gibson as Treasurer, and Halley Sontag as Secretary. We continue to look for interested alumni to support the executive team through serving on upcoming workgroups, acting as spokespeople for the program, and participating in the Planning Committee for the Annual Dawn Gideon Lecture.

Speaking of the Dawn Gideon Lecture—we hope that you were able to join us on November 9th for the live webcast of this wonderful symposium which focused on how COVID-19 is changing the virtual health care culture. Missed it? Catch the recording at: [www.publichealth.pitt.edu/gideon-lecture](http://www.publichealth.pitt.edu/gideon-lecture).

Finally, we look forward to sharing in our Alumni’s successes, but we need you to let us know what great and amazing things you are doing. Please reach out to Kevin Broom ([kevinbroom@pitt.edu](mailto:kevinbroom@pitt.edu)) to let us know about your recent accomplishments, publications, or awards.

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## IN MEMORIAM: DAVID P. HUNTER (MHA '70)

David P. Hunter, a 1970 graduate of the Department of Health Policy and Management’s MHA program, passed away on August 2, 2020 at the age of 75. Hunter was a legend in healthcare, having served in senior leadership positions at Voluntary Hospitals of America and VHA Supply before eventually founding The Hunter Group. Hunter’s consulting firm had a profound impact on health care, influencing numerous turnarounds, mergers, and performance improvement projects for academic medical centers, public hospitals, large systems, networks, health maintenance organizations, and large medical group practices.

Hunter had an impact on our school as well. He served on the Pitt Public Health Board of Visitors from 2007 to 2020, mentored HPM students as an Executive in Residence from 2006 to 2007, and participated in the 2016 Dawn Gideon Lecture as a panelist. In 2004, the University of Pittsburgh named Hunter a Legacy Laureate, an honor given to alumni who demonstrate the pinnacle of achievement in professional and civic leadership. The Hunter Group also sponsors an endowed scholarship for students in HPM, which currently supports the education of second-year MHA student Katherine Appell.





## HPM DEMONSTRATES LEADERSHIP DURING COVID-19 PANDEMIC

It would be hard to write this newsletter without mentioning the elephant in the room: COVID-19. At the time of this writing, the novel coronavirus has killed over 380,000 people in the United States and 1.9 million people worldwide. The pandemic has highlighted the importance of public health, health policy, and health care professionals. As a result, the students and faculty in the Department of Health Policy and Management were thrust into the spotlight. The stories presented here are just a snapshot of the Department's overall contribution to the coronavirus response effort.



"I am leading two modeling projects that will use the agent-based modeling platform FRED to model the COVID-19 epidemic. iMPH (Influenza Modeling for Public Health) is a CDC-funded collaborative effort between the Public Health Dynamics Laboratory, the Pittsburgh Vaccine Research Group (PittVax), Carnegie Mellon University's DELPHI Forecasting Center, and the Network Coordination Center for the Models of Infectious Disease Agent Study (MIDAS). The aims of the project are to use modeling to help answer key questions surrounding the prevention and control of COVID-19, including the impact of vaccine effectiveness and vaccination acceptance, the level of herd immunity necessary to interrupt COVID-19 transmission, and the impact of waning immunity. The project will also help develop methods to harmonize key modeling assumptions and inputs between modeling centers.

I am also the principal investigator for a project funded by the Clinical and Translational Science Institute that will enhance the existing FRED COVID-19 model. This project will investigate the addition of several features, including the contribution of risk perception to the acceptance of social distancing behavior, estimation of seasonal forcing of infectivity of the virus, incorporation of post-acute care, and addition of vaccine and natural immunity and waning of immunity to the model."

### **Mark Roberts, MD, MPP**

Distinguished Professor, Health Policy and Management  
Director, Public Health Dynamics Lab



"After struggling to find a new practicum when mine was cancelled due to COVID, I lucked out by landing a position with West Virginia Local Health Inc. (WVLHI) and the West Virginia Association of Local Health Departments (WVALHD). WVLHI is a non-profit that supports the WVALHD, which is comprised of West Virginia's 48 local health departments. This opportunity came from Professor Van Nostrand's Mid-Atlantic Regional Public Health Training Center.

In this field placement, I am responsible for writing and implementing the WVALHD's In Action Review (IAR) and After Action Review (AAR) of the state's COVID-19 response, working alongside Dr. Koester, executive director of WVLHI. These reviews provide the local health departments with an opportunity to address their successes and challenges in various modules, including COVID-19 testing, public education, and communication with state partners. This provides me with real world experience of program analysis and evaluation techniques. I'm thankful for this opportunity to get to know the heart of local health departments and to better understand the logistics of what it takes to work in public health during this trying time!"

### **Elizabeth Hassett**

2nd Year MPH Student  
Intern, West Virginia Local Health Inc.



"I recently was awarded one of 52 supplementary research grants through the NIH Social, Behavioral, and Economic Health Impacts of COVID-19 initiative. The award will allow my research group to expand our ongoing work investigating how to improve the health of pregnant persons with opioid use disorders (OUD). Specifically, we will investigate how the changes to the healthcare system during stay-at-home orders affected treatment for OUD and subsequent pregnancy outcomes. Additionally, we will investigate the extent to which OUD and other substance use increases the risk of morbidity and mortality from COVID19 infection."

### **Marian Jarlenski**

Associate Professor, Health Policy and Management  
Associate Director, Center for Women's Health Research and Innovation

# NEWSLETTER SPOTLIGHT



“As the pandemic began to unfold, I [as an administrative resident] was utilized in multiple capacities, including assisting in drafting screening questions for hospital entrances at Allegheny General Hospital (AGH), reallocating staff that were uprooted from their home units

due to a lack of volume, and managing those staff members who worked our screening points. When I was moved off-site in late March, I transitioned to a project management role with our Nursing Administration’s surge planning efforts, which involved assisting in identifying our COVID units, developing patient flow diagrams for COVID+ patients, and maintaining our project plan. This project transformed into a co-authored piece titled, “COVID-19: The Nursing Administration Response,” published in the journal *Critical Care Nursing Quarterly*—Vol. 43 No. 4 pp. 468-479, check it out!

This experience shed light on the fast-paced, ever-changing environment that is working in hospital operations. It also emphasized the importance of collaboration and mobilizing a team quickly to respond to emergent events. I am forever thankful to the leadership team at AGH that afforded me the opportunity to be involved in such dynamic work!”

## **Nolan Cianci**

2nd Year MHA Student  
Administrative Resident, Allegheny Health Network  
President, HPM Student Association  
Future Administrative Fellow, Hartford HealthCare



“Back in March, shortly after Pitt shifted to working from home, I was asked to join the REMAP-COVID19 clinical trial team. I developed a process for remote clinical research staff and physicians to have informed consent discussions with COVID-19 patients and their families. The informed consent

process was one of several novel solutions our team implemented to allow us to enroll COVID-19 patients into clinical trials across the entire UPMC system without having any on-site research staff. Everyone involved (including patients and families) had to adapt to new technology solutions to make this work. The switch from in-person consent discussions and paper consent forms to video conferences and electronic signatures wasn’t always smooth, but it was ultimately successful. This experience emphasized the importance of adaptability and creative problem solving in health management. Our entire team was in uncharted territory and our ability to meet the challenge depended on our creative thinking and willingness to pivot when needed.”

## **Peter Adams**

3rd Year MHA/MBA Student  
Acting Staff Director, Multidisciplinary Acute Care Research Organization (MACRO)  
Future Administrative Fellow, UPMC



“I was about a month and a half into my residency at UPMC Shadyside when the pandemic came to the U.S. and shut down normal life. Of course, this necessitated the transition to a virtual experience, but the true shift in the nature of my residency was that I was yanked out of the slow-paced, rotational environment and thrust into project work. This was challenging—not only because I was still new in my role, but because the need to implement new or modified systems and processes was immediate. Operating a hospital is a 24/7 business, and the need only becomes more dire when the community is in crisis mode.

I tracked pandemic-related hospital expenditures, developed guidelines for safe re-opening of hospital-based clinics, and designed and implemented UPMC Shadyside’s pre-procedural asymptomatic testing process. In general, I helped to develop policies and procedures to ensure staff and community members were safe when they came into our hospital, some of which are still in place today.

Perhaps the most important lesson I’ve learned about hospital operations in the past few months is that both providers and administrators need to strike a balance between having a plan and being flexible. Furthermore, everyone has different experiences, and therefore different perspectives. We can all learn something simply by listening to others and giving credence to their concerns and suggestions. Difficult times only highlight the importance of community and collaboration, and this concept is something that I look forward to carrying with me throughout my career.”

## **Jacob Wiersch**

2nd Year MHA Student  
Administrative Resident, UPMC Shadyside Hospital

## RESEARCH AND FACULTY NEWS



“I am the Director of the Mid-Atlantic Public Health Training Center—a collaboration of academic institutions, health departments, and community health associations. We partnered with the Allegheny Bar Association and the Mid-Atlantic Aids Training Center to present a webinar called “Science and Law: Navigating through COVID-19.” Over 500 experts in medicine, law, science, and modeling attended the event. We also partnered with the Center for Bioethics and Law to present an eight-part series of conversations covering a wide variety of topics, including ethical issues arising with the use of telemedicine during the pandemic, ethical challenges in rural areas, allocation of scarce critical resources, legal liability, and ethical concerns of people with disabilities.

The pandemic has revealed a lot about public health law. The decisions our leaders have made reflect the important role law plays in times of crisis—especially regulations that have not been vetted or used before. Our laws need to be re-examined and updated to address current and future crisis—many PA laws were written in the 1950s! Also, our system of governance, based upon federalism, has enabled various levels of government to act and react quickly; however, the ability of multiple executive branch agencies to govern the same geopolitical space has also lent itself to legal mixed messaging and confusion.”

### Elizabeth Van Nostrand

Associate Professor and Director of MPH and JD/MPH Programs, Health Policy and Management  
Director, Mid-Atlantic Public Health Training Center  
Interim Director, Center for Public Health Practice

## RESEARCH AND FACULTY NEWS

### Select Publications from the Department of Health Policy and Management

#### Reproductive Health

**Drake C, Jarlenski MP**, Zhang Y, Polsky D. Market Share of US Catholic Hospitals and Associated Geographic Network Access to Reproductive Health Services. *JAMA Network Open*. 2020; 3(1): e1920053. <https://doi.org/10.1001/jamanetworkopen.2019.20053>

Vinekar K, **Jarlenski MP**, Borrero S, Chen BA, Achilles SL, Mair C. P11 Crisis pregnancy centers and abortion facilities in the US: A spatial policy analysis. *Contraception*. 2020; 102(4): p280. <https://doi.org/10.1016/j.contraception.2020.07.031>

#### Medicare and Medicaid

**Roberts ET**, Mehrotra A. Assessment of Disparities in Digital Access Among Medicare Beneficiaries and Implications for Telemedicine. *JAMA Internal Medicine*. 2020; 180(10): 1386-1389. <https://doi.org/10.1001/jamainternmed.2020.2666>

**Roberts ET**, Nimgaonkar A, Aarons J, et al. New evidence of state variation in Medicaid payment policies for dual Medicare-Medicaid enrollees. *Health Services Research*. 2020; 55: 701- 709. <https://doi.org/10.1111/1475-6773.13545>

#### Cancer

**Sabik LM**, Vichare AM, Dahman B, Bradley CJ. Co-payment Policies and Breast and Cervical Cancer Screening in Medicaid. *The American Journal of Managed Care*. 2020; 26(2): 69-74. <https://doi.org/10.37765/ajmc.2020.42395>

#### COVID-19

Anderson D, **Drake C**. Preparing the Health Insurance Marketplaces for the COVID-19 Recession. *JAMA Health Forum*. Published online July 8, 2020. <https://doi.org/10.1001/jamahealthforum.2020.0822>

**Donohue JM**, Miller E. COVID-19 and School Closures. *JAMA*. 2020; 324(9): 845-847. <https://doi.org/10.1001/jama.2020.13092>

#### Opioid Use

**Jarlenski MP**, Krans EE, Kim JY, **Donohue JM**, **James AE**, Kelly D, et al. Five-Year Outcomes Among Medicaid-Enrolled Children With Utero Opioid Exposure: A study of longer-term outcomes among Medicaid-enrolled children exposed to opioids in utero. *Health Affairs*. 2020; 39(2). <https://doi.org/10.1377/hlthaff.2019.00740>

**Jalal H, Buchanich JM**, Sinclair DR, **Roberts MS**, Burke DS. Age and generational patterns of overdose death risk from opioids and other drugs. *Nature Medicine*. 2020; 26: 699-704. <https://doi.org/10.1038/s41591-020-0855-y>

**Jarlenski MP**, Paul NC, Krans EE. Polysubstance use among pregnant women with opioid use disorder in the United States, 2007-2016. *Obstetrics & Gynecology*. 2020; 136(3): 556-564. <https://doi.org/10.1097/AOG.0000000000003907>

For a complete listing of all faculty news coverage, please visit the department's website: [www.publichealth.pitt.edu/hpm/news](http://www.publichealth.pitt.edu/hpm/news)

# RECENT GRADUATES

## GRADUATING CLASS OF 2020

We want to acknowledge and congratulate the graduates from the Health Policy and Management master's and doctoral degree programs. Though graduation looked and felt a bit different this year, the circumstances do not diminish the accomplishments of our graduates. Our spring and summer graduating class consisted of one MS, two JD/MPH, seven MPH, 18 MHA, and five MHA/MBA students. In addition, two students completed their doctorate program in health services research and policy.



**From left to right:** Sydney Pack (MHA '20), Kathy Shabalov (MHA '20), Kiran Borkar (MPH '20) and Jesse Helfer (MPH '20) at the Cleveland Clinic Case Competition



**From left to right:** Krista Ebbert (JD/MPH '20), Morgan Benner (MPH '20), Sydney Lukus (JD/MPH '22) and Praneeta Govil (JD/MPH '21) attending the APHA Policy Action Institute in Washington, D.C.



Sydney Pack (MHA '20) stands alongside the Pitt Panther

NAME	DEGREE
Ilham Abdi	MHA (HSE)
Jennifer Andrews	MHA
Kaleb Behanna	MHA
Justin Benkovszky	MHA/MBA
Morgan Benner	MPH (HSE)
Kiran Borkar	MPH
Elizabeth Born	MHA
Jordan Bullock	MPH
Chandler Caufield	MHA/MBA
Mary Kate Duncan	MPH
Erika Garrison	MHA/MBA
Krista Grobelny Ebbert	JD/MPH
Jesse Helfer	MPH
Mara Hollander	PhD HSRP
Emily Joseph	MHA
Tumader Khouja	PhD HSRP
Victoria Kulli	MHA
Tiger Litam	MHA (HE)
Troy Lyons	MPH
Terri Newman	MS
Sydney Pack	MHA
Ritu Pathak	MHA
William Powell	MHA
Megan Preti	MHA
Katherine Robertshaw	MHA/MBA
Johanne Ross	MHA
Kaitlyn Saal-Ridpath	JD/MPH
Katherina Shabalov	MHA
Lydia Tiguert	MHA
Heather Tomko	MPH
Maira Undavalli	MHA (HSE)
Michael Whalen	MHA
Deborah Wokpetah	MHA/MBA
Zack Zambrano	MHA (HSE)

*(HSE) is the Healthcare Systems Engineering Certificate  
(HE) is the Health Equity Certificate*

# RECENT GRADUATES

## POST-GRADUATE EMPLOYMENT

### MHA and MHA/MBA

STUDENT	DEGREE	EMPLOYER	JOB TITLE	LOCATION
Ilham Abdi	MHA	UPMC	Administrative Fellow	Pittsburgh, PA
Jennifer Andrews	MHA	Vizient	Administrative Fellow	Chicago, IL
Kaleb Behanna	MHA	VA Ann Arbor Healthcare System	Administrative Fellow	Ann Arbor, MI
Justin Benkovszky	MHA/MBA	AstraZeneca, PLC	Commercial Leadership Associate	Philadelphia, PA
Liz Born	MHA	Elsevier	Implementation Analyst	Pittsburgh, PA
Chandler Caufield	MHA/MBA	Philips Respironics	Regulatory Engineer	Pittsburgh, PA
Erika Garrison	MHA/MBA	UPMC	Administrative Fellow	Pittsburgh, PA
Emily Joseph	MHA	UPMC	Project Manager	Pittsburgh, PA
Tori Kulli	MHA	St. Clair Hospital	Manager, Infusion Center	Pittsburgh, PA
Tiger Litam	MHA	VA Pittsburgh Health Care	Research Assistant, Center for Healthy Equity Research and Promotion	Pittsburgh, PA
Sydney Pack	MHA	Heritage Valley Health System	Financial Analyst	Pittsburgh, PA
Ritu Pathak	MHA	UPMC	Administrative Fellow	Pittsburgh, PA
William Powell	MHA	UPMC	Administrative Professional	Pittsburgh, PA
Megan Preti	MHA	University of Virginia Health	Administrative Fellow	Charlottesville, VA
Kat Robertshaw	MHA/MBA	UPMC Enterprises	Associate Product Manager	Pittsburgh, PA
Johanne Ross	MHA	UPMC	Senior Pharmacy Operations Manager	Pittsburgh, PA
Lydia Tiguert	MHA	Centria Healthcare	Process Compliance Specialist	Detroit, MI
Maira Undavalli	MHA	NYU-Langone	Administrative Fellow	New York, NY
Mike Whalen	MHA	OhioHealth	Administrative Fellow	Columbus, OH
Deborah Wokpetah	MHA/MBA	Northwell Health	Financial Analyst	New York, NY
Zack Zambrano	MHA	UPMC	Project Analyst	Pittsburgh, PA

### MPH and JD/MPH

STUDENT	DEGREE	EMPLOYER	JOB TITLE	LOCATION
Morgan Benner	MPH	U.S. Department of Health and Human Services	Junior Management Analyst, Response and Preparedness Strategist	Washington, D.C.
Mary Kate Duncan	MPH	UPMC Health Plan	Strategy Analyst	Pittsburgh, PA
Krista Grobelny Ebbert	JD/MPH	U.S. District Court for the Western District of Pennsylvania	Post Graduate Law Fellow	Pittsburgh, PA
Heather Tomko	MPH	University of Pittsburgh National Research and Training Center on Family Support	Outreach Coordinator	Pittsburgh, PA

# STUDENT SPOTLIGHT

## JENNIFER MILLER (MHA '22)

Jennifer Miller is a graduate of Hofstra University with an undergraduate degree in biomedical engineering and minors in mathematics and chemistry. Miller moved to Pittsburgh upon graduation to work for the UPMC Artificial Heart Program, where she monitors patients with Ventricular Assist Devices, which provide cardiovascular support for patients in heart failure as a bridge to transplant or destination therapy. She also spent time as a laboratory manager at Carnegie Mellon University for the Cook Cardiopulmonary Engineering group developing artificial lung devices. Miller's background as a clinical hospital employee led to her interest in improving healthcare delivery and patient satisfaction, ultimately inspiring her pursuit of an MHA degree at the University of Pittsburgh. Miller aspires to become a hospital administrator and achieve FACHE distinction. As an individual highly motivated to create change in the healthcare field as a leader, Miller demonstrates similarities to Dawn Gideon and aspires to follow in her footsteps. In her spare time, Miller enjoys reading, traveling, and yoga.



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## LEA WENGER (MHA/MBA '23)

Lea Wenger graduated with a Bachelor of Science in bioengineering from the University of Pittsburgh in 2019 and is now a first year dual MHA/MBA candidate at the University. She previously worked as an artificial heart engineer at UPMC Presbyterian Hospital, working with patients on mechanical circulatory support systems such as LVADs. Wenger currently works for UPMC Corporate Revenue Cycle in the Department of Business Optimization, where she focuses on process improvement, project management, data science, process automation, and data analytics. Wenger aspires to leverage her degree to strategically and sustainably improve healthcare processes to improve efficiency and equity through a career in healthcare consulting. She is honored to be a Dawn Gideon Scholar and hopes to embody the spirit and legacy she left. Outside of school and work, Wenger enjoys traveling, running, hiking, and personally considers eating ice cream a hobby.



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## DANIELLE NAHAS (MHA/MBA '23)

Danielle Nahas is a first year MHA/MBA student at the University of Pittsburgh with an interest in operations in behavioral health care. Nahas attended the University of Pittsburgh for her undergraduate career as well, where she double-majored in neuroscience and psychology, minored in chemistry, and earned a certificate in the conceptual foundations of medicine. She is currently working at UPMC Western Psychiatric Hospital (WPH) in Oakland as a milieu therapist in the center for autism and developmental disabilities, catering to patients who are children, adolescents, and adults. Nahas' passion for the field of mental health care administration stems from her undergraduate majors and ongoing education in her dual degree program, her job at WPH, and the drive to be a successful woman in this field. The Dawn Gideon Foundation has allowed Nahas to further embody the role of a healthcare administrator whose goal is to exude compassion not only to the clients she hopes to serve, but the community, support systems, and peers she will be working with throughout her career.



# STUDENT SPOTLIGHT

## EMILY DEGENOVA (MHA '22)

Emily DeGenova, a recent graduate from Duquesne University's health management systems program, is a hopeful future nursing home administrator. She strives to bring a sense of home into long-term care. Currently, she is an administrative intern at UPMC Canterbury Place, preparing data (i.e. tracking the facility's personal protective equipment burn rate) for the PA Department of Health's COVID-19 Focused Infection Control Survey. Beginning in 2021, DeGenova will embark on an extended residency with Presbyterian SeniorCare, with a focus on organizational improvement.



Upon graduation from the University of Pittsburgh's Master of Health Administration program, she will take the Nursing Home Administrator state licensure examination and accept her offer to complete an administrator in training program with UPMC Canterbury Place. Her passion to care for the elderly drives her long-standing dream of creating an environment of comfort and healing, while maintaining a sense of community and companionship, to improve quality of life for residents. Due to DeGenova's demonstration of caring for vulnerable seniors through striving to bring a sense of home into long-term care, she was awarded the Surma Scholarship for Long-Term Healthcare Administration in Policy and Aging.

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## PATIENT-ORIENTED HEALTHCARE COMES FIRST FOR KRAVITZ

Back in the summer of 2019, Matthew Kravitz was the government analytical data health policy intern for Hennepin County Department of Health in Minneapolis, Minnesota. While investigating the viral suppression rates of different subpopulations affected by HIV, Kravitz found health disparities among African American women and African American men that have sex with men. The lack of viral suppression among these populations indicates a missing link in care. Kravitz then moved beyond the data and had conversations with the communities affected by the epidemic. Similarly, Kravitz also volunteered his time as a patient advocate at the hospital; he spent a lot of time talking to patients, especially elderly patients, who felt ignored by the system. In both of these roles, Kravitz discovered the importance of a people-centered approach to healthcare management and administration with a secondary goal of saving money.

Now in his first year of the Department of Health Policy and Management's MHA program, Kravitz hasn't lost sight of this lesson. "The program showcases the need to improve quality and accessibility of care in health settings," says Kravitz. While the curriculum has reinforced the importance of patient-oriented care, it has also opened Kravitz's eyes to other aspects of healthcare delivery—such as healthcare management information systems. "Learning the clinical and administrative systems that are vital to improving the quality of care to patients and overall operations has been a very intriguing concept," he says. Kravitz states that his future career goals are continuously evolving but hopes to undertake a clinical executive role directly responsible for the administration of care to patients.



## PHD STUDENT RASLEVICH MEETS PRESIDENT BIDEN TO TALK HEALTH CARE

Amy Raslevich is a third year doctoral student in the Department of Health Policy and Management and a graduate student researcher at the University of Pittsburgh's Medicaid Research Center. Raslevich has a BS in economics from the University of Pennsylvania and two advanced degrees from Duke University—an MPP in health policy and an MBA in health sector management. She's currently writing her dissertation on the influence of race and place in the utilization of pediatric well-child visits. For her comprehensive exam, Raslevich had to analyze then-presidential candidate Joe Biden's health care plan. She then had the unique opportunity to share her analysis with him.

Raslevich was diagnosed with breast cancer in 2017 and her daughter has celiac disease, so the topics of health care coverage and pre-existing conditions hit close to home for her. Thanks to a longtime friend from her undergraduate career, Raslevich was invited to do a roundtable with PA Senator Casey at the Squirrel Hill Health Center to represent patients with pre-existing conditions. Through the same connections, she was then asked to go to Lancaster to meet with Biden and two other moms to share their stories. It was there that she passed along her analysis.

"There's not a lot of clarity about how it's going to be funded," said Raslevich of Biden's health care plan. "I think it's still at the generic idea stage. But how is it going to be implemented?" Despite her critiques, Raslevich is optimistic about the incoming president. "I feel like he at least is humble enough. And I think that's the right word—humble. He surrounds himself with people who know what they're doing. That's the hope to me. He's not just putting in his worshippers, his sponsors. He knows enough to put in the people who know what they're doing ... That's a good leader."

With 30 years of work experience under her belt and covering a variety of fields from administration and strategic planning to policy and legislative analysis, Raslevich returned to academia to bolster her research credentials and pursue her original passion. Ever since writing her master's thesis, Raslevich has wanted to put primary care clinics in schools that are economically disadvantaged. Obtaining a PhD will put her one step closer to a career in applied policy or program development and reaching that goal.



### PUBLICATIONS FEATURING HPM DOCTORAL STUDENTS

**Eom KY, Jarlenski MP, Schoen RE, Robertson L, Sabik LM.** Sex differences in the impact of Affordable Care Act Medicaid expansion on colorectal cancer screening. *Preventative Medicine*. 2020; 138: 106171. <https://doi.org/10.1016/j.ypmed.2020.106171>

**Roberts ET, Glynn A, Donohue JM, Sabik, LM.** The Relationship Between Take-up of Prescription Drug Subsidies and Medicaid Among Low-Income Medicare Beneficiaries. *Journal of General Internal Medicine*. 2020 Sept 21. <https://doi.org/10.1007/s11606-020-06241-y>

**Kumar P, Sundermann AJ, ..., Roberts MS.** Method for Economic Evaluation of Bacterial Whole Genome Sequencing Surveillance Compared to Standard of Care in Detecting Hospital Outbreaks. *Clinical Infectious Diseases*. 2020; ciaa512. <https://doi.org/10.1093/cid/ciaa512>



# PRACTICAL LEARNING EXPERIENCES

All Health Policy and Management master's students must complete a practical learning experience, which amounts to at least 450 hours of work experience in the industry by the time the student graduates. Students gain experience in a plethora of fields, including but not limited to inpatient and outpatient operations, insurance, finance, startups, nonprofits, and local government. Students can either apply to locally or nationally competitive internships or apply to opportunities offered through HPM's matching process. The matching process offers two kinds of residency experiences: an approximately 1,000-hour extended residency (part-time during the second semester of the first year, full-time during the summer, and part-time during the second academic year) or a traditional summer residency, which takes place the summer between the student's first and second academic year. Overall, the practical learning experience acts as a foundation on which the student will build the rest of their career.

## MHA RESIDENCY PLACEMENTS | 2020-2021

STUDENT	ORGANIZATION	PRECEPTOR(S)	TYPE
Katherine Appell	UPMC Health Plan	Patrick Tracy, Senior Director, Exchange Operations & Compliance, and CHIP	Extended
Justin Briskin	Presbyterian SeniorCare Network	Lisa Malosh, Senior Director for Organizational Improvement	Summer
Nolan Cianci	Allegheny Health Network – Allegheny General Hospital	Duke Rupert, Chief Operating Officer	Summer
Umeka Ganjoo	Pitt School of Health and Rehabilitation Sciences	Channing Moreland, SHRS Wellness Pavilion Director/ Clinical Assistant Director	Practicum
Lauren Gutterman	Center for Organ Recovery and Education (CORE)	Mike Gerusky, Director of Innovation and Process Improvement Nick Yakubisin, Program Manager for Process Improvement	Summer
Joshua Lee	UPMC Mercy Hospital	Julie Hecker, Vice President, Operations	Practicum
Abigail Matusik	UPMC Wolff Center	Mary Kay Wisniewski, Senior Improvement Specialist Sue Martin, Senior Director, Clinical Improvement and Patient Safety	Practicum
Dan Meehan	UPMC Otolaryngology and Plastic Surgery	Ed Harrison, Executive Administrator	Summer
Catherine Potter	UPMC Presbyterian Hospital	Tim Kagle, Vice President, Operations	Extended
Christian Trent	UPMC Community Medicine, Inc.	Kate Caccavo, Executive Administrator Anna Voelker, Executive Administrator	Extended
Jacob Wiersch	UPMC Shadyside Hospital	Kathleen Zell, Vice President, Operations	Extended



**From left to right:** Krista Ebbert (JD/MPH '20), Morgan Benner (MPH '20), Mary Kate Duncan (MPH '20) and Praneeta Govil (JD/MPH '21) at the 2019 APHA Annual Meeting



Sydney Pack (MHA '20) outside of Butler Memorial Hospital, her residency host organization

# PRACTICAL LEARNING EXPERIENCES

## MHA/MBA RESIDENCY PLACEMENTS | 2020-2021

STUDENT	ORGANIZATION	PRECEPTOR(S)	TYPE
Peter Adams	STAT MedEvac	James Houser, Senior Director of Medical Operations, Chief Clinical Officer	Practicum
Alec Bloom	UPMC Presbyterian Shadyside	John Krolicki, Vice President of Facilities and Support Services	Extended
Rhaj Gooden	UPMC Children's Hospital of Pittsburgh	Nicholas Barcellona, Vice President, Operations & Executive Administrator, Pediatrics Michelle Capan, Senior Director, Ambulatory Services	Extended
Erik Hames	Highmark Medicaid Markets	Carey Diehl, Manager Vendor Management Katie Sloan, Associate Principal Consultant Shiva Hullinakatte, Senior Strategy Analyst	Extended
Mara Menk	UPMC Magee-Womens Hospital	Patty Genday, Executive Director of Women's Services Melissa Young, Director, Women's Health Services	Extended
Scarlett Minnie	UPMC Department of Medicine	Nichole Radulovich, Executive Administrator	Extended
Nnenna Uche	UPMC International	David Spence, Director, International Projects	Extended

## MPH PRACTICUM PLACEMENTS | 2020-2021

STUDENT	ORGANIZATION	PRECEPTOR(S)	TYPE
Jordan Bullock	Outreach Teen and Family Services	Mary Birks, Executive Director	Spring
Elizabeth Hassett	West Virginia Local Health, Inc.	Deb Koester, Executive Director	Summer
Anna Patterson	UPMC Magee-Womens Research Institute	Judy C. Chang, Associate Professor, Ob/Gyn/RS, Medicine, ICRE; Assistant Dean, Medical Student Research	Summer
Madison Royer	Allegheny County Health Department (Pittsburgh Summer Institute)	Otis Pitts, Deputy Director, Bureau of Public Policy and Community Relations Maura Jacobs, Health in All Policies Fellow	Summer
Devin Strykowski	Allegheny County Health Department (Pittsburgh Summer Institute)	Melanie Readal, Public Health Administrator	Summer
Brian Tomblin	UPMC International	Lydia Chen, Senior Strategy Analyst	Extended



Jordan Bullock (MPH '20) (far right) at the 2019 Practicum/Internship Symposium



Chris Lang (MHA/MBA '21), Sydney Pack (MHA '20), and Lydia Tiguert (MHA '20) at the ACHE Congress in Chicago

# INCOMING STUDENTS

## INCOMING MASTER'S STUDENT SNAPSHOT

PROGRAM	# STUDENTS	# PA RESIDENTS	# FOREIGN CITIZENS	# GRADUATED FROM PA UNDERGRADUATE INSTITUTION	# FULL-TIME WORK EXPERIENCE	# FULL-TIME STUDENTS	# PART-TIME STUDENTS
MHA	17	9	0	7	7	15	2
MHA/MBA	6	3	0	3	4	6	0
MPH	17	11	1	14	3	14	3
JD/MPH	1	0	0	1	0	1	0
Totals	41	23	1	25	14	36	5

### UNDERGRADUATE INSTITUTION

University of Pittsburgh (13)	Carnegie Mellon University	Muhlenberg College	University of Houston	Brigham Young University (2)
East Carolina University	Creighton University (2)	Gannon University	Pennsylvania State University	Duquesne University (2)
Hofstra University	Saint Francis University	Ursinus College	Allegheny College	Howard University
Slippery Rock University	Virginia Commonwealth University	Baylor University	Ithaca College	Smith College
West Virginia University	Capital Medical University	Lehigh University	State University of New York College at Geneseo	Youngstown State University

## INCOMING PHD STUDENTS



### Katherine Callaway

Research interests: pharmaceutical policy, health disparities, access to care  
Education: BS and MPH in biostatistics (Boston University)



### Stephanie Doran Brubaker

Research interests: health equity, access to care, public health ethics  
Education: MPH (Yale University), MA in bioethics and BA in psychology and cognitive science (Case Western Reserve University)



### Alison Michalowski

Research interests: health equity, health data science, implementation science  
Education: BA in psychology and public health (University of Delaware)



# University of Pittsburgh

Graduate School of Public Health  
Department of Health Policy and Management

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## HOW COVID-19 IS CHANGING THE VIRTUAL HEALTH CARE CULTURE: ACCESS, EXPERIENCE, AND FINANCIAL INCENTIVES

Decades prior to the COVID-19 pandemic, health care systems around the globe were actively engaged in thoughtful design, refinement, and implementation of smart solutions to address patient flow, access to quality care, and operational management. While many innovative solutions were in place or previously proposed at various levels in health care administration and delivery, the pandemic forced patients, providers, and payers to shift to virtual health applications seemingly overnight. Our expert panelists working in the field discussed the far-reaching effects that COVID-19 has had on virtual health care culture—including lessons learned—to provide a framework for solutions addressing access, experience, and financial sustainability.

The 2020 Dawn Gideon Symposium occurred on Monday, November 9. View the lecture online at [www.publichealth.pitt.edu/gideon-lecture](http://www.publichealth.pitt.edu/gideon-lecture)

### PANELISTS



**Tom Priselac,**  
President and Chief Executive  
Officer, Cedars-Sinai Health  
System  
MPH '75



**Chris Johnson,**  
President, TeleTracking  
Technologies, Inc.



**Larry Stuckey,**  
Managing Director, Huron  
Consulting Group

### MODERATOR



**Angela Perri,**  
Vice President, Strategic  
Alignment, Transformation &  
Consumer Innovation, UPMC  
Health Plan