

PITT iiii PUBLIC HEALTH

HEALTH POLICY AND MANAGEMENT



Newsletter

SPRING 2014

- SCHULTZ MEMORIAL FUND ESTABLISHED
- WES OF ARABIA
- LARGEST MASTER'S COHORT IN YEARS
- HPM ALUMNUS NAMED LEGACY LAUREATE





The publishing of this newsletter brings both a sense of accomplishment and profound sadness. As many of you know, the HPM community lost a long-standing and crucially important member, Donna Schultz. Donna, our student and alumni services coordinator, passed away on December 22, 2013 after a short battle with cancer. There has never been an individual more dedicated to the well-being of this department, its students, staff, and faculty than Donna, and the department will

miss her in every aspect of what we do. Please see the memorial on page 3. Appropriately, a scholarship fund has been set up to memorialize and honor her work.

However, the department must and will go on, and in other respects we are continuing to have an excellent year. We continue to expand our faculty, and have added several adjunct faculty members who bring substantial real-world expertise to the department, and will be a tremendous asset for our students and our full-time faculty. As we expand, I have made some structural changes in the department, appointing two Vice Chairs: Wes Rohrer serving as Vice Chair for Education, and Julie Donohue serving as Vice Chair for Research. See the article on Page 5 about all of our organizational changes.

Our students continue to excel, and this year's graduates have earned positions in a wide variety of health care organizations throughout the region and beyond, including the University of Pittsburgh Medical Center (UPMC), Highmark, and multiple other regional and national organizations (see page 8 for complete lists of recent graduates and their placements). Also, under the expert tutelage of Anna Volker, a 2009 graduate of the program and a new adjunct professor in the department, our student team competed in the 2014 University of Alabama Case Competition in Birmingham and won third place overall! That is the best performance we have had. See details on page 6.

We continue to expand our educational offerings, including our new MS in Health Services Research and Policy. The new MS program was approved by the University Council on Graduate Studies this fall and we are waiting for the final Provost approval prior to listing it as an official degree. Additionally, we continue to have very productive discussions with the Katz Graduate School of Business regarding recreating the MHA/MBA program.

We have had an excellent year with respect to our research activities. Our total funded research portfolio has grown to nearly \$10 million dollars, and we have been successful at continuing to attract NIH and

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other federal and foundation support for our research. This past year, HPM faculty published 76 papers in peer-reviewed journals, and we were awarded 10 new federally funded research grants. For details, see page 9. We continue to support strong student research. Several of our students won awards this year at the Pitt Public Health Dean's Day research competition, see article on page 6.

As always, please keep in touch and let us know how and what you are doing. We would love to hear from you. We hope to continue to include our alumni in our ongoing efforts to make this the best educational and research program we can.

Mark S. Roberts, MD, MPP

Professor and Chair
Department of Health Policy and Management

DEPARTMENTAL UPDATES

IN MEMORIAM: DONNA LEE SCHULTZ

THE DONNA LEE SCHULTZ MEMORIAL FUND

We deeply regret to inform the HPM community of the sudden and untimely death of Donna Schultz on Sunday, December 22. With Donna's passing we have lost not only a loyal, productive, and highly competent employee, but also a dear friend and colleague. Donna's dedicated service and concern for others has benefited thousands of students, alumni, and faculty within and beyond Pitt Public Health. If ever an employee could be regarded as irreplaceable, most who knew and worked with Donna would agree that this description is apt. Donna not only served as the corporate memory for the Department, she represented the smiling and responsive face of it to applicants, our own students and faculty, and external constituencies. Whenever a call went out for staff to support school-wide activities, Donna was among the first to volunteer and was among

the last to leave the event. She was a perfectionist, who set higher standards of performance for herself than for others, yet worked willingly as an effective team player. She avoided drawing attention to herself, but was quick to recognize and applaud the accomplishments of her peers, alumni, and especially her students.

In her quiet, unassuming manner, Donna provided loyal and dedicated service to the University of Pittsburgh for over 30 years and serves as a role model of responsive service for all University staff, especially those of us whose lives she has touched most directly.

Donna, you are, and will continue to be, greatly missed!

Many friends and colleagues of Donna have established a new memorial scholarship fund in her name with proceeds being used to provide financial assistance



DONNA LEE SCHULTZ—1956-2013

for HPM students in order to begin or maintain their Master's degree studies. You may use the

form below to accompany your donation if you choose to be among the initial donors.



University of Pittsburgh

*Graduate School of Public Health
Department of Health Policy and Management*

Please mail to: Donna Lee Schultz Memorial Fund
c/o Kristen W. de Paor, Director of Development
A631 Crabtree Hall, 130 DeSoto Street
Pittsburgh, PA 15261

DONNA LEE SCHULTZ MEMORIAL FUND

We have initiated a new fund to assist students with financial needs while attending school at HPM. Donna Lee Schultz was exceptionally dedicated to our students, and through this fund, she will continue to provide assistance to the students she cared about so strongly.

One time contribution of: \$ _____ Full Name: _____

Recurring annual contribution of: \$ _____ Address: _____

Payment: Check Enclosed
 Credit Card

Visa Discover State: _____ Zip: _____ Phone: _____ - _____

MasterCard American Express

Card Number: _____ Signature: _____

Expiration Date: _____ / _____

Thank you for your donation.

DEPARTMENT WELCOMES NEW FACULTY

HPM recently added three new faculty members and several adjunct professors that represent a range of important additions to the faculty.

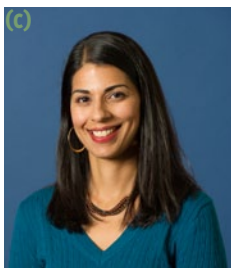


NEW FACULTY

Jamie Ferguson-Rome (a), a 2008 graduate of our MHA program, has been appointed to the department as an instructor in health policy and management effective July 1, 2013. She has worked in the department for the past five years as a project director and will continue to maintain this role as well. Ferguson-Rome will be working collaboratively with other faculty on the student residency and practica for both the MHA and MPH programs. Additionally, she will be overseeing the master's essay for all HPM students; this includes the development and teaching of a writing course for all first year students. She will also serve on the Admission Committee.



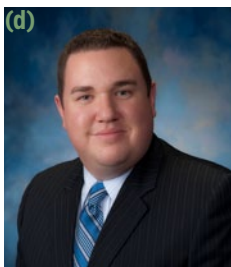
Elizabeth Ferrell Bjerke (b) has been appointed as an assistant professor in the department. Bjerke teaches Public Health Law and Ethics at Pitt Public Health and in the School of Law. She is the Director of the JD/MPH program, associate director of law and policy for the Center for Public Health Practice, chair of the Public Health Dynamics Laboratory Speaker Series, and serves on the Admissions and Curriculum committees. She is also a member of two nationwide committees: the Policy Surveillance and Research Committee of the Legal Organizations Consortium and the CDC's Public Health Law Competency Model Project Workgroup. She is a frequent presenter of her research findings concerning the public health system as defined by legal directives, the public health effects of unconventional shale gas development ("fracking"), and the application of social network principles to traditional legal research. Furthermore, she is a consultant for the RAND Corporation on the Affordable Care Act and adult vaccination policies.



Tina Batra Hershey (c) has been appointed as an assistant professor in the department. Hershey teaches a course on health law and ethics that is designed to introduce students to the legal and ethical issues impacting the administration and delivery of health services. Specific course topics include professional and institutional liability, medical staff credentialing, fraud and abuse, antitrust, and health care reform.

NEW ADJUNCT FACULTY NAMED

HPM welcomed three new adjunct faculty to the department this past semester: Thomas Gronow, MHA; Robert Henkel, MPH; and Anna Voelker, MHA. These appointments continue to expand the breadth of adjunct faculty who teach and mentor in our program. They provide outstanding experiences for our students by connecting them to faculty with exceptional real-world health care experience.



Thomas Gronow, MHA (d) received his MHA from the University of South Florida and has worked exclusively for UPMC since his graduation. As vice president of operations, he has substantial purview over several service lines at Mercy Hospital. He has been engaged in quality improvement and achieved Lean Six Sigma master black belt certification in 2010. As a professional degree program, we in the Department of Health Policy and Management rely heavily on practice-based adjunct faculty to help us provide exposure to real world "boots on the ground" experiences for our students. Mr. Gronow contributes by mentoring students and teaching in HPM 2106 - Leadership, Professionalism and Career Development, as well as providing a site for students to complete their administrative residency.



Robert Henkel, MPH (e), After serving last year as our executive in residence, Robert Henkel, MPH, continues to contribute to the department as an adjunct professor of Health Policy and Management. A 1983 graduate of this department, Mr. Henkel began his stellar career in hospital management at the Pittsburgh Eye and Ear Institute and then had several management positions in Baltimore and New York. For the past 15 years, he has been with Ascension Health, the largest nonprofit health system in the United States, where he now serves as president and CEO. Through his work at Ascension, he brings tremendous background and experiences in developing programs to manage population health, to improve the quality of care, and improve the efficiency of care throughout large integrated health care systems.



Anna Voelker, MHA (f), a 2009 graduate of our MHA program was recently appointed as adjunct faculty. Voelker is the administrative director of Ambulatory Care for UPMC Presbyterian Shadyside Hospital. She teaches a Case Study Analysis and Presentation in Healthcare Management course to second year MHA students, and subsequently accompanies three of the students to the University of Alabama at Birmingham (UAB) Case Competition, where Pitt received Honorable Mention last year. Furthermore, Voelker serves as a liaison to UPMC regarding our MHA students' participation in their residency programs and fostering those positions for our students. Additionally, she serves on the Curriculum Committee for the department, and works with students regularly from a mentorship standpoint regarding their professional development and career planning.



Pearls of Wisdom from the East - Dr. Wes Rohrer (right) shaking hands with a local shop owner.

EXPAT EDUCATOR IN THE LAND OF AL-SAUD (WES OF ARABIA)

Rather late in my professional career, I had the unexpected opportunity to serve as a university administrator and teacher in Riyadh, Saudi Arabia holding appointments as associate dean, College of Public Health and Health Informatics, King Saud bin Abdulaziz University for the Health Sciences and acting chair, Health Systems & Quality Management. The College was in its infancy, merely five years beyond its formation, when I arrived on campus.

Teaching space and instructional support technology were more than adequate for the faculty (18) and student enrollment (45-50). We were awaiting relocation to a state-of-the-art campus for the University, a project established as a favored project of King Abdullah.

In my roles as administrator and employee of the National Guard Health Affairs, I experienced both the frustrations and unexpected efficiencies of the Saudi bureaucracy. I was privileged to lead the faculty in their first strategic planning process and initiate a faculty governance process through

the establishment of standing committees and academic policies and processes. The College faculty was talented and diverse, drawing members from across the Middle East, the UK, and North America. The faculty were developing a research program to address the major public health problems facing the Kingdom, including: obesity and diabetes; asthma; Cardio-Vascular disease, traffic-related death and injury; and smoking-related illnesses.

I found my teaching to be especially rewarding as the students were adults employed in the health care services sector and were highly motivated to learn and gain new skills. My teaching style, which includes encouraging participation and inquiry, was appreciated, especially by female students. Uniquely, the College permitted mixed gender courses.

In addition to my University colleagues, I had the opportunity to make some lasting friendships with the expats in my residential compound. This was a highly diverse community including

LARGEST MASTER'S COHORT IN YEARS

The largest cohort of Master's students in several decades was enrolled for the 2013 fall term including 20 MHA; 14 MPH students; and one JD/MPH. Two students transferred into the MPH Program for the 2014 spring term. Including seven students who graduated in December 2013, the current Master's degree enrollment is 66.

VICE CHAIR OF EDUCATION AND VICE CHAIR OF RESEARCH APPOINTED

As the department has expanded its teaching and research activities, we have created an administrative structure to support our continued expansion. Wes Rohrer, PhD, assistant professor and director of the MHA program, has been appointed vice chair for education and has primary administrative responsibility over all of our educational programs. He will coordinate the activities of our program directors in the MHA, MPH, JD/MPH and PhD programs and help further our mission of training outstanding public health professionals as we move towards more specific competency-based education. Julie Donohue, PhD, associate professor of Health Policy and Management, has been appointed vice chair for research, and will be responsible for advancing our research programs, coordinating departmental research resources, providing leadership and mentorship to junior faculty, and taking a leadership role in new faculty recruitment.

health care professionals and educators from Australia, New Zealand, the UK, Eastern Europe, South Africa, Canada, and a few from the US. Building a strong social support network was considered essential for western, non-Muslim expats to survive the social, recreational, and cultural constraints of the confining and repressive cultural milieu in Riyadh.

COMMISSION ON ACCREDITATION OF HEALTHCARE MANAGEMENT EDUCATION (CAHME)

We are pleased to announce that following an intense period of preparation followed by a site visit in November 2013, the MHA Program received an excellent review. Of the 35 CAHME accreditation criteria, we received 32 "fully met"; three "partially met"; no "failed to meet"; and four "strengths/commendations." We expect to receive a favorable decision concerning the length of the re-accreditation period.

MS IN HEALTH SERVICES RESEARCH AND POLICY

The proposal for a new MS degree in Health Services Research and Policy is awaiting final approval in the Office of the Provost. We hope to begin recruitment for the 2014 fall term in the near future. Graduates from this program will be prepared to apply research design and quantitative methods to address problems in health service delivery and policy and/or to begin doctoral study.

PROPOSED MHA/MBA

We are currently engaged with the Joseph M. Katz Graduate School of Business to develop a joint MHA/MBA degree to complement our current Master's degrees. The joint program will be designed using the resources of both HPM and the Katz School to create a rigorous program grounded in evidence-based management and competencies relevant to entry-level managers in health care systems and leadership development. Our intention is to begin recruiting for the 2015 fall term.



Anna Voelker, Rachna Desai, Rachel Blasko, and Brian Washburn

STUDENTS COMPETE IN CASE COMPETITION

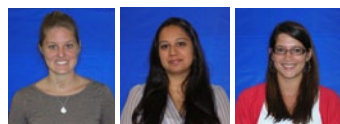
Written by Anna Voelker, MHA

Pitt Public Health Department of Health Policy and Management designated three MHA students to represent the University at the 8th Annual University of Alabama at Birmingham (UAB) Case Competition February 26-28, 2014. 35 CAHME accredited MHA programs across the country competed in this prestigious event, where only six teams advance to the final round after a preliminary round panel competition. The University of Pittsburgh team advanced to the final round, astounding the audience with great confidence and poise while presenting on their operational implementation of a business plan involving a national leading Hospice and Palliative Care organization in Virginia. We are happy to announce the third place award was granted to the team, one

of only three teams in total recognized on stage with a monetary award! This team was dedicated, focused, and delivered an excellent representation of our University. The team consisted of Rachel Blasko, Rachna Desai, and Elizabeth Getty, all second year MHA students. They were accompanied by Brian Washburn, a first year MHA student as the observer, and Anna Voelker, MHA, as their faculty advisor. It must be noted that three days prior to flying to Alabama, Elizabeth Getty was unable to attend due to being hospitalized with a sudden illness and therefore the two remaining teammates adjusted their presentation accordingly before the flight down to Alabama! We commend the team on their strong efforts and excellent outcome!

2014 Student Team

Elizabeth Getty, Rachna Desai, and Rachel Blasko



Rachel Blasko and Rachna Desai receive the third place prize of \$4,500.

NEW MPH DIRECTOR NAMED

The department has named Gerald Barron, MPH, deputy director of the Center for Public Health Practice and associate professor in the department, as director of the MPH program. Gerry brings decades of real-world public health experience and administrative responsibilities to the position, and has been engaged in updating the curriculum and expanding the possible summer practica available to our MPH students.



Gerald Barron, MPH

DEAN'S DAY STUDENT RESEARCH COMPETITION

Several HPM students participated in this year's Dean's Day Research Competition and did an excellent job representing the department. Dean's Day was established as a venue for students to share their research and recognizes superior research and practice through a series of awards. The demonstrated research spanned a wide series of public health disciplines and extended from bench sciences to community based interventions. For the school wide awards, Freda Koomson, MHA, won first place for master's level students while Ana Progovac, PhD, tied for third place for the doctoral level students. Each department also separately judges its own entries.

HPM DEPARTMENT AWARDS, MASTER'S CATEGORY

Second place: tie between **Michelle Bassman**, MHA candidate; and **Joseph Agyei, Jennifer Jozefiak**, and **Laura Griffin** (group project), MHA candidates

First place: **Logan Almasy**, MHA candidate

HPM DEPARTMENT AWARDS, DOCTORAL CATEGORY

Second place: **Ana Progovac**, PhD candidate

First place: tie between **Carroline Lobo**, PhD student; and **Manik Razdan**, PhD candidate



Dean's Day 2013

SUMMER 2013 RESIDENCIES AND PRACTICA

The summer administrative residency or practicum program is an important component of our students' education and we are once again very pleased to have such an outstanding set of health care organizations that provided our students with exceptional summer experiences.

We continue to have success with our extended Residency program, which runs for a period of 16 months, from January 2013 through April 2014, and equals roughly 1,000 hours. The students work part time during the academic year and full-time during the summer, which allows them a much more complete, longitudinal experience. Also, Gerry Barron, MPH, director of the MPH program, and Elizabeth Bjerke, JD, director of the JD/MPH program, have assumed

roles developing additional public health related residencies for MPH students, including more affiliations with the State and County Health Departments, as well as opportunities at the interface between law and public health.

Finally, to expand the number of faculty involved in developing and evaluating summer residencies, Jaime Rome-Ferguson, MHA, instructor, and Anna Volker, MHA, adjunct assistant professor, have assumed larger roles in the development and evaluation of residency positions, including expanded UPMC opportunities, and placements in long-term care facilities.

STUDENT ACHIEVEMENTS

MHA CANDIDATE KARALYN SMITH

spent her summer residency working at Deloitte Consulting LLC, in the Healthcare and Life Sciences Practice as a strategy and operations summer associate, under the direction of Jessica Rudish, senior consultant. Smith was given two projects for the summer: 1) To serve on a health care strategy team tasked with completing a health care facility capacity analysis for a state government; and, 2) To perform a comparative analysis on health care service utilization of the client state and assessed current Certificate of Need policy for effectiveness. She did such a fantastic job during her summer residency experience, she was offered a position after graduation. Smith has set a five year goal for herself to become a manager in Deloitte's Healthcare and Life Sciences Practice. She credits her MHA experience for "gaining in-depth understanding of what it takes to succeed as a health care executive, especially in regards to professional and personal development."



Karalyn Smith

ORGANIZATION	PRECEPTORS	STUDENT(S)	PROGRAM
Children's Home & Lemieux Family Center *	Pamela Schanwald, President and Chief Operating Officer	Liana Verzella	MHA
Deloitte Consulting LLP, Life Sciences and Healthcare	Jessica Rudish, Senior Consultant	Karalyn Smith	MHA
Emory Clinic	Heather Hamby, Associate VP for Health Center Integration	Savannah Calhoun	MHA
Highmark IDS Oncology	Kyle Bird, Director of Oncology Program Development	Jared Gentile	MHA
Highmark Provider Engagement, Performance & Partnerships	Page Babbit, Director	Yijong Yang	MHA
Jewish Healthcare Foundation	Nancy Zionts, Chief Program Officer and Chief Operating Officer	Chong Zang Erin Ehler	MPH
Northside Leadership Conference	Laura Smith, Allegheny General Hospital Partnership Coordinator	Gina DeAngelo	MPH
PFCC Innovation Center of UPMC	Michelle Giarrusso, Director	Jermaine Lowery	MPH
University of Pittsburgh Health Policy and Management	Julie Donohue, Associate Professor	Megan Crilly	MPH
Presbyterian SeniorCare	Paul Winkler, President and CEO	Blair Saul	MHA
UPMC, Corporate Services, Office of the Chief Medical and Scientific Officer	Val Trott, Vice President for Operations	Kathleen Slavish	MPH
UPMC Health Plan *	John Lovelace, VP, Medicaid Programs; President, UPMC for You	Hazem Alsahlani	MPH
UPMC Health Plan	Timothy Cline, Sr. Director, Clinical Training and Development	Samy Ismael	MPH
UPMC McKeesport *	Cindy Dorundo, President	Elizabeth Getty	MHA
UPMC Presbyterian	Albert Wright, Holly Lorenz	Rachel Blasko	MHA
UPMC Physician Services Division, Department of Urology	Margie Ealy, Executive Administrator	Ryan Stringer	JD/MPH
VA Pittsburgh Health System	Terry Wolf	Dee Abasute	MPH
Western Pennsylvania Hospital	Mark LaRosa Vice President	Rachna Desai	MHA
West Penn Allegheny Health System (Safety and Quality)	Diane Frndak, Corporate Vice President of Safety and Quality	Brouk Alsdhan	MPH

* Extended Residency 2013-2014

POST-GRADUATE PLACEMENTS

Our students continue to find exciting positions and post-graduate administrative fellowship placements after graduation. The following list illustrates the quality of institutions in which our graduates are finding employment, and demonstrates a wide variety of health care settings. We are continually looking for more opportunities for our students, and we would love to hear about fellowships and employment opportunities from our alumni.

APRIL 2013

STUDENT NAME	DEGREE	POSITION	EMPLOYER
Ackerman, Brooke	MHA	Administrative Fellow	OhioHealth, Columbus, Ohio
Bassman, Michelle	MHA	Associate Services Consultant	Allscripts, Raleigh, NC
Coots, Nordisha	MHA	Administrative Fellow	UPMC Physician Services Division
Desai, Harsh	MHA	Business Analyst	UPMC Health Plan
Griffin, Laura	MHA	Nursing and Finance Operations Analyst	The Western Pennsylvania Hospital
Ijelu, Mbojali	MHA	Project Specialist	Cigna-Health Spring, Nashville, TN
Jozefiak, Jennifer	MHA	Administrative Fellow	Lehigh Valley Health Network, Allentown/Bethlehem, PA
Koomson, Freda	MHA	Health Advocate	Urban League of Greater Pittsburgh and UPMC Clinical Translation and Science Institute
Lenhart, Zachary	MHA	Administrative Fellow	University of Wisconsin Health System, Madison, WI
Malenka, Nicholas	MHA	Project Consultant	The Advisory Board Company, Washington, DC
Miles, Abby	MHA	Project Coordinator	Jewish Association on Aging
O'Sullivan, Dana	MHA	Employee Relations Specialist	VA Pittsburgh Healthcare System
Prahalad, Pragna	MHA	Financial Analyst	UPMC Financial Management Rotation Program
Usaita, Dovile	MHA	Manager New Market Development	Gateway Health Plan
Walters, Jesse	MHA	Financial Program Analyst	VA Pittsburgh, VISN4
Burns, Amanda Paige	MPH	Law Clerk	Highmark Blue Cross/Blue Shield
Celender, Nicholas	MPH	Fellowship in Applied Health Systems Engineering	VA Pittsburgh Healthcare System
Chakraborty, Neil	MPH	Health Policy Intern	Magee Women's Hospital of UPMC
Chen, Terence	MPH	Medical Student	NYU Post-Baccalaureate Medical Program
Luo, Guangyu	MPH	Intern of Scientific and regulatory Affairs	Princeton Pharmaceutical Inc., NJ
Mwaungulu, Geoffrey	MPH	Staff Assistant	PHASYS Project, Center for Public Health Practice
Ngan, Jessica	MPH	VERC Fellow	VA Pittsburgh Healthcare System
Slavish, Kathleen	MPH	Project Coordinator, Sr.	Chief Medical and Scientific Office at UPMC
Stonebraker, Kara	MPH	Product Development Specialist	UPMC Health Plan
Vujanovic, Andrea	MPH	Intern	Alung Technologies
Wilson, Laura	MPH	Critical Language Scholarship Program	U.S. Department of State, Bursa, Turkey

DECEMBER 2012

Ahmed, Sumaiya	MPH	Interactive Patient Care Manager	GetWellNetwork
Brady, Leslie	MPH	Staff Assistant	Representative Brian Higgins NY-26
Fann, Melissa	MPH	Clinical Research Coordinator	UPMC
Huang, Yongxu	MPH	PhD Student	University of Pittsburgh Department of Epidemiology
Papalia, Zachary	MPH	CEO, Senior Health Coach	Inspire Wellness Solutions, LLC

AUGUST 2012

Anita Dasu	MHA		PNC Bank
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RESEARCH NEWS

NEW GRANTS AWARDED TO THE DEPARTMENT OF HEALTH POLICY AND MANAGEMENT, JANUARY 2013-DECEMBER 2013

The investigator faculty of the department has been successful at securing multiple new federally funded and foundation-funded grants. Ten new grants were funded this past year, which brings the total research funding in the department to nearly \$10,000,000.

FACULTY MEMBER	FUNDING AGENCY	GRANT TITLE
Howard Degenholtz, PhD	Health Resources and Services Administration	The Effect of an eLearning Approach to Hospital Development on Organ Donation Authorization Rates
Julie Donohue, PhD	Harvard Medical School National Institutes of Health RAND - University of Pittsburgh Health Institute National Institutes of Health	Substance Use Disorder Treatment Under New Payment and Delivery System Models Peripheral Nerve Decline: An Underappreciated Cause of Injurious Falls Pilot Grant Program: Translating Research into Policy The Role of Physician Networks in the Adoption of New Prescription Drugs
Julia Driessen, PhD	National Institutes of Health	Understanding laboratory underuse in a developing community (Account 30198)
Nicholas Castle, PhD	Agency for Healthcare Research and Quality Health Policy Institute	Using Patient Centered Outcomes Research to Examine Consistent Resident Assignment Analysis of Palliative Care
Yuting Zhang, PhD	The Commonwealth Fund National Institutes of Health	Update of Geographic Variation in the Quality of Prescribing in Medicare Data Optimizing Medicare Part D Plan Choice by Beneficiaries with Schizophrenia

SELECT PUBLICATIONS FROM THE DEPARTMENT OF HEALTH POLICY AND MANAGEMENT, ACADEMIC YEAR 2012-2013

The department continues to demonstrate outstanding research productivity and publication in important journals. During the last academic year, Health Policy and Management faculty published 76 papers in peer-reviewed journals. Selected descriptions of a few important recent publications are provided below.

JULIE DONOHUE, PhD

Associate Professor Julie Donohue continues to investigate the impact of prescription drug policy on the health of patients. In a recent paper in the *Annals of Internal Medicine*, she and her colleagues conclude that the use of brand name medication is much lower than in Medicare and that over \$1.4 billion could be saved by Medicare if generic medications were used at the level they are in the Department of Veterans Affairs.

Gellad WF, **Donohue JM**, Zhao X, Mor MK, Thorpe CT, Smith J, et al. Brand-name prescription drug use among Veterans Affairs and Medicare Part D patients with diabetes: a national cohort comparison. *Annals of Internal Medicine*. 2013;159(2):105-14.

She also investigated how quickly specialists and generalists adopted new antipsychotic medications, and found that it often takes over two years for antipsychotic medications to be used in practice.

Huskamp HA, O'Malley AJ, Horvitz-Lennon M, Taub AL, Berndt ER, **Donohue JM**. How quickly do physicians adopt new drugs? The case of second-generation antipsychotics. *Psychiatric Services*. 2013;64(4):324-30

In a fascinating article about the rising prevalence of hookah smoking, Professor Donohue also served as the senior researcher on an investigation of the regulation of hookah smoking. They found that although cigarette smoking is banned in most public areas, hookah smoking is exempt from the clean air rules that govern cigarettes in nearly 90 percent of cities.

Primack BA, Hopkins M, Hallett C, Carroll MV, Zeller M, Dachille K, Kim, KH, Fine MJ, **Donohue JM**. US health policy related to hookah tobacco smoking. *American Journal of Public Health*. 2012;102(9):e47-51.

NICHOLAS CASTLE, PhD

Professor Nick Castle continues his long productive work investigating quality of care in chronic care facilities. Writing in the *Journal of Healthcare Quality*, he finds that there is substantial variability in the reporting of adverse events in US chronic care facilities, and calls for more standardization in reporting.

Wagner LM, **Castle NG**, Reid KC, Stone R. U.S. Department of Health adverse event reporting policies for nursing homes. *Journal of Healthcare Quality*. 2013;35(3):9-14.

YUTING ZHANG, PhD

Associate Professor Yuting Zhang, PhD, associate professor of Health Policy and Management, provided evidence for ongoing variability in medication prescribing. Zhang and associates report in a research letter in *JAMA Internal Medicine* that increased spending on medications through Medicare Part D does not necessarily increase medication adherence in all geographic areas, but that substantial variability exists in medication adherence rates, even in the context of newer payments.

Zhang Y, Wu SH, Fendrick AM, Baicker K. Variation in medication adherence in heart failure. *JAMA Internal Medicine*. 2013;173(6):468-70

JULIA DRIESSEN, PhD

Our work in international health is being led by Assistant Professor Julia Driessen, who is collaborating with investigators in biomedical informatics to examine the impact of low-tech electronic health records in a hospital in Malawi, Africa. She finds that even in standard return on investment analysis, hospitals in low-resource settings can recover their investment in simple, open-source electronic health records within three years through health care delivery efficiencies.

Driessen J, Cioffi M, Alide N, Landis-Lewis Z, Gamadzi G, Gadabu OJ, et al. Modeling return on investment for an electronic medical record system in Lilongwe, Malawi. *Journal of the American Medical Informatics Association*. 2013;20(4):743-8.

ELIZABETH FERRELL BJERKE JD, PATRICIA SWEENEY JD, MPH, RN, MARGARET POTTER, JD

The recent addition of the Center for Public Health Practice has expanded our research expertise into new areas. In a very novel approach, Professors Sweeney, Bjerke, and Potter report on the development of the use of social network analysis to evaluate the legal relationships that govern emergency preparedness, and discover substantial variability in the legal responsibility for preparedness across geographic locale.

Sweeney PM, **Bjerke EF**, Guclu H, Keane CR, Galvan J, Gleason SM, Potter, MA. Social network analysis: a novel approach to legal research on emergency public health systems. *Journal of Public Health Management and Practice*. 2013;19(6):E38-40.

DONOHUE INVESTIGATES THE IMPACT OF MEDICAID EXPANSION IN PENNSYLVANIA

The Affordable Care Act (ACA) of 2010 includes two provisions for expanding insurance coverage to a majority of the 50 million Americans who are uninsured: an expansion of Medicaid to cover those earning less than 138 percent of the federal poverty level (FPL) and health insurance subsidies for people with incomes between 100 and 400 percent of the FPL. A June 2012 U.S. Supreme Court decision gave state governments discretion over whether to expand Medicaid. As of July 2013, states were roughly equally divided on whether to implement the Medicaid expansion with 24 states moving forward, 21 states not implementing



Julie Donohue, PhD

Medicaid, and six states, including Pennsylvania, still debating the merits of expansion. Pennsylvania Governor Tom Corbett and some legislators

have cited concerns about the impact of escalating Medicaid costs on the state budget, along with uncertainty about long-term commitments by the federal government to financing the expansion. In determining whether to expand Medicaid, Pennsylvania's policymakers need to consider the ACA's overall economic effects on the state, both with and without the Medicaid expansion. To inform this policy debate, Associate Professor Julie Donohue teamed up with researchers at the RAND Corporation to examine the economic impact of the ACA in Pennsylvania using the RAND COMPARE microsimulation model. The

report issued in May, funded by the Hospital and Healthsystem Association of Pennsylvania, showed that expanding Medicaid in Pennsylvania would provide insurance coverage to an additional 350,000 residents, bring \$2.5 billion more in federal funds to Pennsylvania annually, and sustain more than 35,000 jobs. The report has provided policymakers with timely and robust estimates of the impact of this important policy change on public health and the economy in Pennsylvania. To learn more, see Dr. Donohue's article "Expanding Medicaid would give boost to Pennsylvania" from July 5, 2013, in the Pittsburgh Business Times.

ALUMNI HIGHLIGHTS

HPM ALUMNI ASSOCIATION LEADERSHIP CHANGE

On July 1, 2014, Mike Evans, (MPH) '80, will succeed Michael Blackwood, (MPH) '80, as the President of the Health Policy and Management (HPM) Alumni Association. In this role, Mr. Evans will continue the excellent work of Mr. Blackwood in engaging all alumni to build stronger relations between the alumni association and the (Department), to continue to improve all our programs and expand our national prominence.



Michael Evans

Mr. Evans has been a long-standing supporter of the department and its educational programs. Since 2011, Mr. Evans has served in the capacity

of Vice President, Patient Experience and Support Services, at Jefferson Hospital in Pittsburgh, PA. Over his 30 year career, Mr. Evans has served in a number of senior leadership positions in both hospital operations and health care consulting, including the following; CEO of Highlands Hospital, Connellsville, PA; CEO of Brownsville General Hospital, Brownsville, PA; COO of Revenue Cycle Solutions, LLC, based in Pittsburgh, PA. In addition to his MPH degree, Mr. Evans has a BA degree from Brown University. He is also a Fellow in the American College of Healthcare Executives.

The department owes a deep debt of appreciation to Michael Blackwood, a 1980 graduate of this program, for his dedication to the department over the past several decades. Until recently the President and CEO of Gateway Health, Mr. Blackwood has worked in various

components of health care for over 40 years. He has been an active participant in the department by serving as a guest lecturer in many classes and by providing his wise counsel in various forums, including as a member of the department's National Advisory Committee. He helped develop outstanding administrative residencies through Gateway Health, and for many years, served as the president of the Alumni Association. We will miss his leadership, but we have no doubt he will still be an involved and engaged alumnus!



Michael Blackwood

ALUMNI DATABASE CREATED

In order to facilitate alumni interaction and to provide a better mechanism to facilitate job search assistance to HPM alumni and students, Donna

Schultz, former administrator/coordinator of the MHA, MPH, and JD/MPH programs, with the assistance of Peggy Kernan, IT manager, created a SharePoint Web site. The HPM SharePoint Alumni Web site is a secured site and contains two components: 1) An alumni contact list; and, 2) Job openings that are received by the department. The purposes of this Web site is to provide HPM alumni and HPM second-year students access to available job opportunities in a timely fashion and to facilitate alumni interaction with each other, HPM students, and the Department of HPM.

Our goal is to have all alumni on the contact list. If you are interested in finding out more about how to access the Web site; wish to be included on the contact list; seeking a position; or have a position we can post, please contact us at HPMAlumni@pitt.edu for more information.



FOUR HPM ALUMNI HONORED WITH UNIVERSITY 225TH ANNIVERSARY MEDALLION

The University of Pittsburgh celebrated 225 years of building better lives in 2012. As part of that special year, Chancellor Mark A. Nordenberg commissioned the creation of a 225th Anniversary Medallion. This Medallion builds on the tradition started during our bicentennial year and awards this significant honor to a very special group of alumni recipients, whose achievements have brought honor to the university and whose efforts have contributed to Pitt's progress over the past 225 years. We are pleased to announce that four of the award recipients honored are HPM alumni.



Robert J. Henkel (MPH '83) (a) was presented his award by Dean Burke in Pittsburgh, PA, for accomplishments in the field of health care management and success as the president and CEO of Ascension Health. Henkel is the president and CEO of Ascension Health and has served in his current position since January 2012.

David P. Hunter (MPH '70) (b) was presented his award by Dean Burke in Pittsburgh, PA. Hunter was recognized for accomplishments in the field of health care management and success in founding an organization committed to assisting health care organizations. He is a senior managing director and principal of Hunter. Furthermore, he was chairman, founder, and the original impetus behind the development of The Hunter Group, the industry-leading health care performance improvement and interim management firm.



Diane Peterson (MPH '75) (c) was presented her award by Dean Burke at the Pitt Public Health American College of Healthcare Executives reception in Chicago, IL. Peterson was recognized for accomplishments in the field of health care management and success founding an organization committed to assisting health care organizations. She is the founder of D. Peterson & Associates in Houston, Texas and has extensive experience in health care management and marketing, spanning 30 years.

Thomas M. Priselac (MPH '75) (d) was presented his award by Clyde B. Jones III, vice chancellor for Health Sciences, and Mark Roberts, chair of the Department of Health Policy and Management, at the Schools of the Health Sciences Alumni reception in Beverly Hills, CA. Priselac was recognized for accomplishments in the field of health care management, and success as president and CEO of Cedars-Sinai Medical Center.



RALPH HINGSON NAMED UNIVERSITY LEGACY LAUREATE

HPM alumnus Ralph Hingson (e) was named as this year's Legacy Laureate for the Graduate School of Public Health. Since 2000, Legacy Laureates have been chosen from among the University of Pittsburgh's highest achieving alumni. Laureates are alumni who have excelled both professionally and personally and who exemplify the best in leadership qualities and commitment to the greater good for their professions, communities, and the world at large. Honorees return to campus, visit their respective schools, participate in roundtable discussions with students at a celebratory luncheon, and are honored for their personal and professional accomplishments during an elegant dinner and awards ceremony hosted by the chancellor.



Hingson, a 1970 graduate of our department, has made substantial and distinguished contributions to the field of public health, and used research to affect health policy. He is currently the director of the Division of Epidemiology and Prevention Research at the National Institute on Alcohol Abuse and Alcoholism (NIAAA). Before joining NIAAA, he was professor and associate dean for research at the Boston University School of Public Health. He has authored or coauthored 150 research articles and book chapters, including studies of the effects of: (1) raising the legal drinking age; (2) zero tolerance laws for drivers under 21; (3) .08 percent legal blood alcohol limits for adult drivers; (4) comprehensive community programs to reduce alcohol problems; (5) early drinking onset on alcohol dependence, traffic crashes, unintentional injuries, and physical fights after drinking; and (6) assessments of morbidity and mortality associated with underage drinking, drinking by US college students ages 18-24, and interventions to reduce both underage and college drinking. His work has made a real and lasting impact on reducing the public health burden of alcohol use in the United States and the world.

PITT PUBLIC HEALTH ALUMNI REUNION -- MAY 16-18, 2014

Join us May 16-18 for the Pitt Public Health Alumni Reunion. The weekend includes a welcome back reception at Phipps Conservatory, continuing education sessions led by HPM department chair Dr. Mark Roberts and Center for Public Health Practice director Margaret Potter, and the distinguished alumni awards ceremony. Visit www.publichealth.pitt.edu/home/alumni/reunion-2014 for details.



Pitt Public Health held the official ribbon-cutting ceremony for the new 4-story, 58,000 square foot Parran Lab Pavilion on January 30, 2014. Left to Right: Donald S. Burke, Dean; Stephen R. Wisniewski, Senior Associate Dean; Eva Tansky Blum, Pitt Public Health Board of Visitors; John P. Surma; Elizabeth L. Surma, Pitt Public Health Board of Visitors; Mark A. Nordenberg, Chancellor; Arthur S. Levine, Senior Vice Chancellor for the Health Sciences; Joseph W. Fink, Associate Vice Chancellor for Facilities Management; and Park L. Rankin, University Architect



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