

HEALTH POLICY AND MANAGEMENT *Newsletter*



DEPARTMENT FACULTY PARTNER WITH STATE TO TACKLE OPIOID EPIDEMIC

IN THIS ISSUE

- HPM Thanks Vice Chair for Education Wes Rohrer for His Service
- Welcome Kevin Broom
- President and CEO Position in Transition for HPM Alumni

LETTER FROM THE CHAIR



A lot has happened in the department since our last newsletter, and we have much to tell you about. Some of the most important events are the comings and goings of people. After many years of serving as the foundation and backbone of our educational activities, Wes Rohrer is stepping down as vice chair for education and as program director of the MHA

and MHA/MBA programs in order to concentrate more on both teaching and the international public health research he started while in Saudi Arabia. More about Wes on page 6, as well as a piece about his being awarded the Craig Award for Excellence in Teaching on page 7.

With this transition, we are extremely pleased to introduce Kevin Broom as the new vice chair for education and program director for the MHA and MHA/MBA programs. He most recently served as the MHA program associate director at St. Louis University and is well prepared to assume this role. He brings a wide range of boots-on-the-ground experience in health care management, combined with doctoral level training and research in business and finance. We are very excited about his upcoming move to Pitt, and look forward to working with him to continue to improve our educational programs. More details on page 4.

Our students continue to amaze us and excel in many areas. A group of MPH and MHA students traveled to Peru over spring break to volunteer in a mobile health clinic, on a trip sponsored by the Global Health Student Association (details on page 8). Our students performed well in the University of Alabama at Birmingham Case Competition, and, as you can see on page 13, we continue to place students in outstanding post-graduate positions and fellowships. You may peruse several student spotlights of talented MPH, MHA, and PhD students in the student section (page 12).

This fall we will admit the largest class of students ever. We expect 22 first year MHAs, 14 first year MPHs, five joint MHA/MBA students, one JD/MPH student, one MS, and two PhD students. More details on the incoming fall 2017 class will be covered in the fall newsletter.

Our research activities continue to grow, even with the current difficult funding climate in Washington. In this issue, we highlight some of the work conducted by Julie Donohue, vice chair for research, on some of the department's research efforts concerning the opioid epidemic. Although we list some of the recent important publications in the newsletter, a more comprehensive list of faculty publications can be found on our website.

Our alumni continue to prove to be a profoundly productive and influential group of professionals. In particular, this newsletter highlights the transition at Ascension Healthcare, one of the largest non-profit health care systems in the U.S., where alumnus Robert Henkel (HPM '83) is stepping down as the CEO and being replaced by another HPM alumnus, Patricia A. Maryland (HPM '82). See the article on page 17.

Our annual alumni event in Chicago coupled with the American College of Healthcare Executives (ACHE) Congress was again a success this year, with increasing participation from recent graduates. See page 16. The Graduate School of Public Health has recognized our contributions this year and honored three of our alumni with various awards, the details of which are on page 16.

Also, I wanted to again provide my appreciation for the support that has been given to the department by the Dawn Gideon Foundation, which supports a scholarship as well as the annual alumni educational event, the Dawn Gideon Lecture series. Save the date of November 13, 2017, when Robert Henkel will lead a program on the social determinants of health.

We place extreme value in our truly remarkable network of talented alumni, faculty, and students. It is to all these individuals that our department owes its success, and we thank you for your continued support and involvement.

Mark S. Roberts, MD, MPP

Professor and Chair
Department of Health Policy and Management

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DEPARTMENTAL UPDATES

MEETING OF THE NATIONAL ADVISORY COUNCIL

The National Advisory Council (NAC) is a committee composed of local, national, and international executives, academics, and alumni. The purpose of the NAC is to evaluate how the department is doing across its three-pronged mission of education, research, and service. The current chair is Martin Raniowski. The NAC met on November 9, 2016, and the council concluded that the department is doing very well and making a concerted effort to improve itself, increase connections with alumni, and attract talented students. However, the NAC encouraged the department to take further steps to promote itself and its programs. Additionally, the NAC believed that the department should strengthen its professional relationships with health care organizations and continue its efforts to connect with alumni to increase the level of scholarship funds and increase the level of enrollment. The NAC plans to meet every 18 months, with the next meeting scheduled for March 2018, with regular conference calls in the interim.

Scott Becker (HPM '80) - Conemaugh Health System

Patti Darnley (HPM '80) - Gateway Health Plan

Mike Evans - (HPM '80) - Revenue Cycle Solutions, LLC

Samuel Friede - Department of Health Policy and Management, University of Pittsburgh Graduate School of Public Health

Raymond Grady - Methodist Hospitals

Laura Graham (HPM '08) - Western Psychiatric Institute

Paul K. Halverson - Indiana University, Fairbanks School of Public Health

Diane Howard (HPM '79) - Health Systems Management, Rush University

Lauren Hughes - Deputy Secretary for Health Innovation, Pennsylvania Department of Health

John Lovelace - UPMC Health Plan Division

Glen Mays - Department of Health Management and Policy, College of Public Health, University of Kentucky

Sandra Potthoff - Department of Health Policy and Management, University of South Florida

Martin Raniowski - Pennsylvania Medical Society

Mark Roberts - Department of Health Policy and Management, University of Pittsburgh Graduate School of Public Health

Mark Sevco (HPM '91) - UPMC East and UPMC McKeesport

Louis Shaprio (HPM '85) - Hospital for Special Surgery

Valerie Trott Williams - Duquesne University

Doug Wholey - Health Policy and Management, Center for Care Organization Research and Development, University of Minnesota

DEPARTMENTAL UPDATES

ACA PANEL

In response to the 2016 election, the Office of the Provost established a new University Forum on Current Issues to engage the Pitt community in respectful and civil discussions about today's most vital issues. HPM faculty, Everette James and Julie Donohue, participated in a discussion forum titled "Repeal, Repair, or Replace? The Future of the Affordable Care Act (ACA)" along with UPMC's Sheryl Kashuba and Steven Shapiro. The panel was an interactive and informative discussion of the ACA and the emerging set of proposals to replace it. The event was cosponsored by the Office of the Provost and the Pitt Health Policy Institute. Provost Beeson, Chancellor Gallagher and 850 students, staff and faculty were in attendance.

Everette James, associate vice chancellor for Health Policy and Planning, provided a brief history of health reform and the current politics around the issue and a high level overview of GOP proposals.

Julie Donohue, vice chair for research and director of the Medicaid Research Center, presented on the ACA impact on access to healthcare and coverage, as well as the impact of replacement proposals on vulnerable populations.

Sheryl Kashuba, chief legal officer of the UPMC Insurance Services Division, and vice president for Health Policy/Government Relations for UPMC Health Plan, provided information on the status of insurance exchanges and the potential impact of tax credits, Health Savings Accounts, and the high risk pool proposals on the individual insurance market.

Steven Shapiro, executive vice president, chief medical, scientific officer, and president of UPMC Health Services Division, discussed the ACA impact on doctors and hospitals, with a focus on patient cost sharing and deductibles, care coordination, and new models of care delivery stimulated by the ACA.

WELCOME KEVIN BROOM

The Department of Health Policy and Management is pleased to welcome Kevin Broom as the new vice chair for education and director of the MHA and MHA/MBA programs. Broom is coming to the University of Pittsburgh from Saint Louis University, where he served as an assistant professor of health management and policy. Broom received his MBA from Syracuse University and his PhD in business administration (finance) from the University of Mississippi.



After 23 years of serving in the Army Medical Department, where he held leadership positions in several military hospitals, Broom decided to change the focus of his career to academics. This transition was rooted in his military career, during which he embraced the idea that "your success comes from the success of those around you." This idea inspired the development of Broom's interest in mentoring students to help them find their own professional path.

Broom is excited to bring his fresh ideas into the department to help it grow to its full potential. One of Broom's main goals is to elevate the national rankings of the MHA program. He plans to achieve this by increasing the visibility of the department in the health care industry through building stronger relationships with similar programs, with individuals in the health care field, and with the community. Alumni relations is also a priority for Broom, who believes that there is a place for all levels of alumni engagement. He desires to foster the long-term growth of the program in a sustainable way. Additionally, Broom wishes to improve the mentoring environment, not only between students and faculty, but also between peers. This will create an environment where each generation of students successively fosters a more helpful environment.

Outside of academia, Broom enjoys spending time with his wife and five children. He likes being outside, and regularly goes camping with his family. Additionally, Broom gets involved in his community through volunteering with his church and within his children's schools. Overall, Broom is extremely excited to begin this new chapter of his career and to continue to foster relationships with fellow faculty, staff, and students.

HEATHER TOMKO: FIVE YEARS OF SERVICE



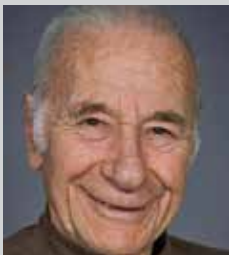
Heather Tomko recently celebrated five years of service with the Department of Health Policy and Management at the University of Pittsburgh Graduate School of Public Health, where she works as a research coordinator under Cindy Bryce. Tomko previously worked with the Pitt School of Medicine before she followed Bryce to public health. She currently works across a variety of research projects, and enjoys that no two days are the same.

Tomko earned her BS degree from Carnegie Mellon University, where she studied mechanical and biomedical engineering. She became interested in health-related research during her summer internships with Quality of Life Technology, a joint venture between Pitt and CMU that works to develop intelligent systems enabling older individuals and people with disabilities to live more independently. She is also continuing her education and working towards her Master of Public Health degree in HPM.

Tomko's op-ed piece, "Ride-sharing services leave people with disabilities behind," was published in late May by the *Pittsburgh Post Gazette*. The piece details how, while the city is developing, it is not developing as a disability-friendly city. "I want to see Pittsburgh become a city for all," she says. "For this to happen, people with disabilities must be included in the conversation about the city's future from the beginning, not as an afterthought."

When she is not at work or school, Tomko enjoys going to see shows and spending time with her Yorkshire Terrier, Lily.

IN MEMORY OF NATHAN HERSHEY



It is with tremendous sadness that we announce the passing of Nathan (Nat) Hershey, who passed away in the early morning of April 15 due to complications from a fall.

Nat was a graduate of New York University (1950) and Harvard Law School (1953). He joined the University of Pittsburgh as a research associate in 1956 and played an integral role in creating the field of health law which regulates what is now the nation's largest industry. Nat

was a valued and dedicated professor in the Department of HPM and published more than 20 articles as well as several books and book chapters. Nat co-authored the *Hospital Law Manual*, *Human Experimentation and The Law* (1976), and *Hospital-Physician Relationships: Case Studies and Commentaries on Medical Staff Problems* (1982). His legacy within HPM will live on through the Nathan Hershey Scholarship.

Nat had directed that his body be donated for scientific purposes and that no memorial services be held. Nat would have been 87 years old on April 28. His daughter Suzanne said the most fitting memorial for her dad would be to take some time to go for a run or a walk in Schenley Park (or your park of choice), to enjoy a bagel with friends, to shoot some hoops or play a game of tennis, or to toast him with some cheap Scotch, his preferred beverage, or a much more palatable beverage of your choice. And of course, he would have liked to be remembered through participation in liberal causes, political actions, and efforts to circumvent bureaucratic stodginess, and in sharing your favorite stories in remembrance of him.

LIST OF FACULTY PUBLICATIONS

Capan M, Khojandi A, Denton BT, Williams KD, Ayer T, Chhatwal J, Zhang S. (2017). From Data to Improved Decisions: Operations Research in Healthcare Delivery. *Medical Decision Making*, 0272989X17705636.

Cochran G, Gordon AJ, Lo-Ciganic WH, Gellad WF, Frazier W, Lobo C, Donohue JM (2017). An examination of claims-based predictors of overdose from a large medicaid program. *Medical Care*, 55(3), 291-298.

Donohue JM, Angus DC. (2017). National Shortages of Generic Sterile Injectable Drugs: Norepinephrine as a Case Study of Potential Harm. *JAMA*, 317(14):1415-1417.

Hershey TB, Kahn JM. (2017). State Sepsis Mandates—A New Era for Regulation of Hospital Quality. *New England Journal of Medicine*.

Jarlenski M, Bodnar LM, Kim JY, Donohue J, Krans EE, Bogen DL. (2017). Filled Prescriptions for Opioids After Vaginal Delivery. *Obstetrics & Gynecology*, 129(3), 431-437.

Kabiri M, Chhatwal J, Donohue JM, Roberts MS, James AE, Dunn MA, Gellad WF. (2016). Long-term disease and economic outcomes of prior authorization criteria for Hepatitis C treatment in Pennsylvania Medicaid. *Healthcare*.

McInerney M, Mellor JM, Sabik LM. (2017). The Effects of State Medicaid Expansions for Working-Age Adults on Senior Medicare Beneficiaries. *American Economic Journal: Economic Policy*.

Sabik LM, Cunningham PJ, Bonakdar Tehrani A. (2017). Changes in Emergency Department Utilization after Early Medicaid Expansion in California. *Medical Care*, 55(6):576-582.

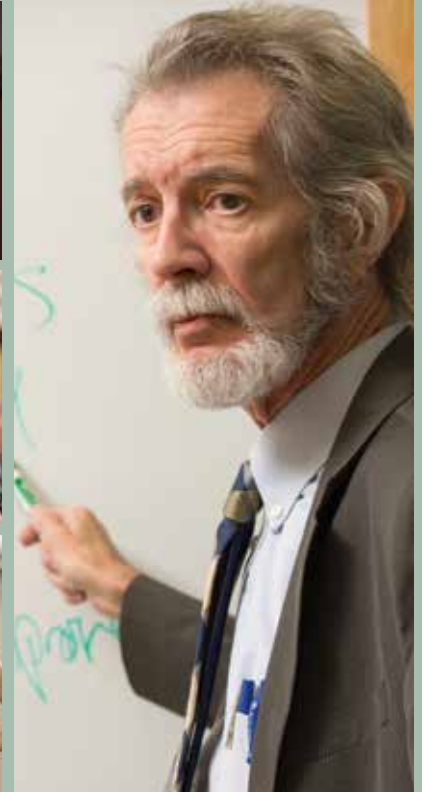
Singhal A, Damiano P, Sabik LM. (2017). Medicaid Adult Dental Benefits Increase Use of Dental Care, But Impact of Expansion on Dental Services Use Was Mixed. *Health Affairs*, 36(4): 723-732.

HPM THANKS VICE CHAIR FOR EDUCATION WES ROHRER FOR HIS SERVICE

Professor Wes Rohrer is stepping down this year as vice chair for education and as program director for the MHA and MHA/MBA programs after a 35-year career with the University. He has served most of his tenure with HPM. Rohrer has been an educational and management pillar of the department throughout the entire time he has been a faculty member, and his contributions to the department are difficult to overstate.

Rohrer is a prodigious and broadly skilled teacher. Over the span of his career, he has taught no fewer than 20 graduate and five undergraduate courses in a wide variety of specific content areas important to the training of health care management, such as financial management, human resource management, strategic planning and policy, marketing health services, and comparative health systems. He was recently awarded the James L. Craig Endowed Excellence in Education Award in recognition of his dedication to his students (*see story on page 7*).

Throughout his entire academic career, Rohrer has held positions of academic leadership and responsibility. He served as the assistant dean for administration for the Graduate School of Public Health, and then as acting chair of the Department of Occupational Therapy and associate dean for administration in the School of Health and Rehabilitation Sciences. For the past decade, he has served as the director of the MHA program in HPM, and until recently was the director of the MPH program, an initiative for which he is largely responsible for creating. In 2013 he was appointed the inaugural vice chair for education in the department. In addition, Rohrer led the department through its last two Commission on Accreditation of Healthcare Management Education (CAHME) accreditations and coordinated preparation of the curriculum component of the school's most recent Council on Education for Public Health (CEPH) re-accreditation. His recent efforts with the MHA program accreditation led to a maximum seven-year full accreditation, with multiple comments of distinction from the accreditation site team.



“When I became department chair in 2010, Rohrer was the ‘poster child’ that I used for the development of a promotion track in public health education, so that faculty who care about and are dedicated to the teaching mission of the University can be appropriately rewarded for their educational excellence. The tenure and promotions committee unanimously approved his promotion to associate professor – with several members asking, ‘Why aren’t we just promoting him to full professor?’ My sentiments exactly.”

—Mark S. Roberts
Professor and Chair, Department of Health Policy and Management

Consistent with the mission of a school of public health, Rohrer's service commitments extend far beyond the walls of the school and University. He has acted for 20 years as an active board member for CLASS, the premier disability services and advocacy non-profit in the region, and has acted as its board president and co-chair of strategic planning. He currently also serves as president of the board of Off-the-Floor Pittsburgh, the leading nonprofit furniture warehouse and distributor of furniture and furnishings for individuals and families in housing crisis and transition. For his entire career, he has also had extensive involvement as a lay leader in various faith-based communities.

WESLEY ROHRER: RECIPIENT OF EXCELLENCE IN EDUCATION AWARD

The Department of Health Policy and Management is excited to announce that Wesley Rohrer is the recipient of the distinguished James L. Craig Endowed Excellence in Education Award. This recognition, the highest teaching award that the Graduate School of Public Health offers, was established through the generosity of alumnus James Craig and is awarded in recognition of those who go above and beyond with teaching and mentoring. What makes this honor so meaningful is that it is bestowed through student nomination. Rohrer is always willing to take the time to talk to his students and address any questions or concerns they may have. His dedication to students goes far beyond what is expected, and for this, the Department of Health Policy and Management and his students are forever grateful.

URBAN TRANSFORMATION: WORK IN PROGRESS



Wes Rohrer in Mexico City

Today, nearly 50 percent of the global population, 3.5 billion people, reside in urban areas, and by 2030 this urban population is expected to increase to 60 percent. As of 2015, 1.3 billion people lived in urban slums, and by 2030 this is projected to increase to 2 billion. These individuals live in conditions characterized by poverty, substandard housing, social isolation, crime, pollution, and other determinants of poor health. In response to this alarming scenario, the United Nation's 2030 Agenda for Sustainable Development includes Goal #11, which is to "Make cities and human settlements inclusive, safe, resilient, and sustainable." Making significant progress toward this complex and challenging goal requires global political will and cooperation, major public and private investment, and the development of a strategy and action plan. These efforts must be informed by participation of those stakeholders most immediately affected: the residents, advocates, human service providers, and business people living, working, and serving in these communities.

During the 2017 spring break, Wes Rohrer participated in an intergenerational and interfaith mission team, sponsored by the Shadyside Presbyterian Church and Conexión Mosaico. This organization is a faith-based, international nonprofit dedicated to the transformation of urban areas afflicted with poverty, crime, substandard housing, and alienation into empowered communities. Conexión Mosaico focuses on revitalizing a one-million person urban slum in Mexico City through three major program efforts: community, indigenous leadership, and infrastructure development, improving public health services, and encouraging faith-based community initiatives.

The team was assigned to assist in the building of a retreat house and training center for indigenous community leaders and pastors serving the urban poor in Mexico City. In addition to the hard labor of digging ditches, laying concrete, clearing heavy brush and trees, and erecting fences, the group had the opportunity to visit several ongoing community initiatives. These included a home renovation project, a new water distribution plant, the transformation of a dangerous urban block into a community center and playing field, an adult literacy program, a school-based program directed to prevent gang involvement and at-risk behavior, and a microenterprise of local women who created and marketed soaps and hand creams. These were all small steps but impressive signs of community empowerment and urban transformation.

STUDENT ACHIEVEMENTS

HPM STUDENTS TAKE ON PERU

Over the 2017 Spring Break, five students (Marissa Andreassi, MPH '18, Kristin Free, MHA '18, Sushma Narra, MHA '18, Ashley Narvaez, MHA '18, and Halley Sonntag, MPH '18) from the Department of Health Policy and Management traveled to Lima, Peru, with the Global Health Student Association to participate in a mobile clinic through the organization Medlife. A non-profit organization, Medlife collaborates with low-income communities to improve access to medicine, education, and community development initiatives. Andreassi described the project by saying that "...this service trip allowed me to appreciate how valuable public health is to an under resourced community. I felt that my work directly impacted the community members and promoted preventative health for the community's future."



L to R: Ashley Narvaez, Marissa Andreassi, Sushma Narra, Halley Sonntag, and Kristin Free

In Peru, the students had the opportunity to volunteer in mobile clinics and help build a staircase as a community development effort. "While working in the clinics, I saw women who, while in their 40s, had never received a pap smear. I saw children with teeth black as the dirt in their fingernails, their smile resembling a city skyline. I saw one child in particular whose symptoms screamed autism. While he plugged his ears, his mother was told that there was no medication he could take. He needed a therapist, and we didn't offer those services here," said Narvaez.

Spending a week volunteering with Medlife had a profound effect on all of the students. Narra explained, "Spending a week with those who are trapped in the perpetuating cycle of poverty is unequivocally humbling. I found myself asking, 'Why am I afforded a surplus of luxuries while people around the world are walking on dirt floors in their homes?' To describe my week in Peru as 'life changing' is an understatement."

"I was so humbled by my experience in Peru, because every person we helped was so thankful that we were there and welcomed us with open arms. I will always remember the kindness offered to us," said Sonntag.

"It was incredible to see a community so profoundly affected by poverty come together with the volunteers to celebrate all of the hard work that they had accomplished. The human spirit never seemed more resilient," added Free.

"I had never seen inequity and poverty like I saw during my time in Peru. I always knew that poverty like this existed, but actually going there and seeing what it is like was life changing." — Kristin Free

"I had never seen inequity and poverty like I saw during my time in Peru. I always knew that poverty like this existed, but actually going there and seeing what it is like was life changing." continued Free.

Narvaez's words may best sum up the experience of the group: "And yet, while my heart and soul were filling with empathy for these people, I realized that these individuals did not feel sorry for themselves. For them the world was a simpler place, and though their need was evident, it did not define them."

STUDENT ACHIEVEMENTS



Dean's Day Award Winners Kathleen Creppage, Mara Hollander, and Steven Meanley with Dean Donald Burke



Taru Gupta discusses her poster



Carroline Lobo



Mara Hollander with her poster

DEAN'S DAY POSTER AWARDS

Three HPM students were recognized in this year's annual Dean's Day Student Poster Competition. Mara Hollander, a doctoral candidate, won the overall Dean's Day second place for her poster titled "The Public Insurance Psychiatry Workforce in Pennsylvania." Taru Gupta (HPM '17) won the HPM departmental award in the master's category for her poster titled "Mitigating the Opioid Epidemic in Dental Practice by Promoting Provider Education and Patient Counseling," and Carroline Lobo, a doctoral candidate, won the HPM departmental award in the doctoral category for her poster titled "Using Unsupervised Machine Learning to Identify Potential Problematic Opioid Use in Medicare."



LAUREN BORRELLI: KOREAN FOREIGN LANGUAGE AND AREA STUDIES FELLOWSHIP

The University of Pittsburgh recently announced Lauren Borrelli (MHA/MBA '19) as the recipient of the 2017 Foreign Language and Areas Studies (FLAS) Fellowship. The program funds the study of less commonly taught languages and area coursework. In Borrelli's case, this fellowship will allow her to study Korean health care.

Borrelli is currently an extended administrative resident at UPMC's

International Division. Her goal in the residency is to build interdisciplinary competencies within the framework of UPMC International. She plans to utilize her fellowship to build industry-specific knowledge of the Korean health care market. Her interest in Korea is both personal, as a Korean-American, and professional. She is excited to be able to connect her cultural heritage to her professional career.



L to R: Julie Donohue, Marian Jarlenski, and Evan Cole

DEPARTMENT FACULTY PARTNER WITH STATE TO TACKLE OPIOID EPIDEMIC

In 2015, heroin and opioid overdose was the leading cause of accidental death in Pennsylvania, outnumbering loss of life due to motor vehicle accidents. To help understand and effectively respond to this crisis, a complement of three research faculty in the Department of Health Policy and Management (HPM) has been engaged in research initiatives designed to assist health care providers at the front lines of this epidemic and to develop better treatment options for those struggling with opioid addiction.

Julie Donohue, associate professor and vice chair for research; Marian Jarlenski, assistant professor; and Evan Cole, research assistant professor, are working on numerous studies and projects funded by the federal government and by the Pennsylvania Department of Human Services (DHS)—all targeted toward addressing the opioid crisis.

Studies undertaken by the HPM researchers include efforts to identify individuals at risk for opioid and heroin overdose, studies to examine the rates of opioid use disorder treatment in the population covered by Medicaid, and projects to develop research on new mothers who obtain opioids for pain management. They are also developing research concerning pregnant women with opioid use disorder, as well as a multi-faceted outreach project to improve access to opioid use disorder treatment in rural areas of Pennsylvania.

“Pennsylvania has been particularly hard hit by the opioid and heroin epidemic,” says Donohue. “There are a number of stakeholders involved [in the department’s research], and we’re partnering in a major way with one—the Pennsylvania Department of Human Services, which administers the Medicaid program. Medicaid now covers nearly three million Pennsylvanians. It is a major source of financing for treatment of substance abuse disorders, so it plays a major role in addressing the opioid crisis.

What we've been trying to do is to get a handle on the prevalence of opioid and heroin addiction in Medicaid, the capacity for treatment, and how to expand treatment for this vulnerable population."

The findings thus far are both sobering and potentially promising.

In late 2015, an e-mail from Mitchell West, an emergency room physician and a 2007 graduate of Pitt's Health Policy and Management master's degree program, served as an important reminder to faculty of the need to intensify their research efforts on opioid addiction and treatment. West, who provides addiction medicine services at Gateway Rehabilitation Center and trains first responders on the use of Narcan for opioid overdoses, was encountering first-hand the tragic effects of opioid use disorder and the escalating rates of addiction.

"I've been a doctor for almost 40 years, and I've seen the gun violence," says West. "I have seen crack. I have seen HIV. Nothing that I have ever seen even approaches this. It's everywhere, and it seems to be extremely resistant to treatment."

"What we've been trying to do is to get a handle on the prevalence of opioid and heroin addiction in Medicaid, the capacity for treatment, and how to expand treatment for this vulnerable population." -Julie Donohue

Encouraged by the commitment of the U.S. Attorney General, along with cooperation by the Drug Enforcement Administration, local law enforcement agencies, and the effectiveness of local drug and alcohol treatment facilities, West recognized an opportunity for Pitt Public Health to play a major role in addressing the epidemic in Pennsylvania. Donohue and Dean Donald Burke agreed and, with the infusion of state and federal funding in 2016, projects began to move forward.

As senior investigator, Donohue undertook several research initiatives. She was among nine researchers who examined Medicaid billing data to identify risk for opioid overdose, with the goal to educate medical providers and to help them identify individuals in need of intervention. In another study of Pennsylvania Medicaid enrollees, she and six other researchers sought to assess the rates of medication-assisted treatment before and after drug overdose. Findings showed that gaps in adequate and consistent systems of care existed across the commonwealth, indicating the need for a more coordinated structure. This finding aligned with the DHS's mid-2016 initiative to open Opioid Use Disorder Centers of Excellence —facilities that provide individuals with quality, cost-effective care under Medicaid across the commonwealth. At present, there are 20 centers in Pennsylvania that are expected to treat thousands of individuals who currently do not have access to treatment. The eventual goal is to open a total of 45 centers.

In further research, Donohue was the senior investigator of a study and co-author of a paper that examined predictors of treatment, patterns of care, and quality of care with an opioid addiction treatment drug, buprenorphine. Analyzing Pennsylvania Medicaid data gathered between 2007 and 2012, Donohue and fellow researchers found that the quality of care patients received in general was poor, and uncovered that patients who leave detoxification treatment without additional medical assistance to reduce drug cravings are at a higher risk of relapse and overdose. The research also highlighted differences in quality of treatment between clinics that accept only cash as payment and other providers that accept other payment varieties. Donohue's work in this area helped to inform recent policy announcements by Governor Tom Wolf.

Again using Pennsylvania Medicaid data, Donohue was one of eight researchers who sought to determine how long after detox Buprenorphine must be administered for optimal results. Results suggested that persistent use of Buprenorphine for 12 months lowered the risk of hospitalizations and emergency room visits for all types of medical incidents.

Access to the Medicaid data was facilitated through the Pennsylvania Department of Human Services. "We worked very closely with [the DHS]," says Donohue, who also serves as executive director of Pitt's Health Policy Institute Medicaid Research Center. "We shared research findings with them early and often, and they actively engaged with us and responded quite quickly to our analyses."

HPM assistant professor Marian Jarlenski has focused recent research efforts on women who used opioids or struggled with opioid use disorder in and around the time of pregnancy. In early 2017, she and five other researchers initiated an investigation into the prevalence of opioid prescriptions for women who had recently undergone vaginal deliveries. Nationally represented data for this study was obtained from the National Survey of Drug Use and Health, and spanned from 2004 through 2014.

"The main finding was that 12 percent of women who had undergone a vaginal delivery filled an outpatient prescription for an opioid after they went home," says Jarlenski. "Vaginal delivery is not something we would typically think of as having a level of pain that would require an outpatient opioid. So that was more about looking at the big picture of opioid prescribing. That is relevant to opioid use disorder because some people begin by taking opioids that are prescribed by a doctor and then later become addicted. Or, some people take home the pills but don't take them, and then someone else in their household who is struggling with addiction takes them." *(continued on pg. 15)*

PATRICK LUNDQUIST



Patrick Lundquist is a spring graduate of the MHA program. He completed his undergraduate career at Brigham Young University - Idaho with a Bachelor of Science in health care administration. He completed his administrative residency at the UPMC's Presbyterian Shadyside Hospital under Tim Kagle, vice president of operations. One of Lundquist's greatest achievements

during his residency was that he led a project that worked to improve patient flow and increase patient satisfaction within the emergency department.

Lundquist's interest in health care was sparked by his two-year religious mission trip to San Bernardino, California. During this time, he was given the responsibility to help train and inspire others to meet goals both for themselves and for the team. This quickly led him to realize that he strongly desired a career that would allow him to lead and motivate others. After speaking to leaders in the health care industry, he decided that it was the career path for him.

Lundquist recently accepted a prestigious fellowship with UPMC Health Services Division in Altoona. He is extremely excited and humbled by this opportunity. Outside of school and work, Lundquist enjoys anything that has to do with sports, from basketball to snowboarding. Additionally, he is an active volunteer within his church and enjoys spending time with his family.

TARU GUPTA



Taru Gupta is a winter graduate from the MPH program. Gupta's background in India was as a public health dentist. Coming from an underdeveloped country with great health disparities, public health has always been at the center of her interests. Gupta's passion for the field made the decision to continue her education at Pitt Public Health an easy one.

Gupta completed an extended residency at Highmark Inc., working with their clinical services. One of the highlights of this experience was her work on a project that connected Medicare Advantage seniors to community resources. She believes that her extended residency was one of the most valuable aspects of the program because it gave her real life experience and opened many doors for her. She is currently working as a project manager at HM Home and Community LLC, which is an organization that aims to bridge the gap between acute care services and those services necessary after the patient leaves the hospital. One of the goals of this organization is to increase the quality of care after discharge so that preventable hospitalizations can be avoided. Gupta expressed how grateful she feels to have had the opportunity to surround herself in such a nurturing environment with faculty and staff that really push each student to his or her fullest potential.

GRADUATING CLASS OF 2017

We want to congratulate the graduates from the Health Policy and Management master's and doctoral degree programs included in the school's 67th Convocation on April 30. Our graduating class of 27 master's degree students was the largest in the past two decades, consisting of 16 MHA, 10 MPH and one JD/MPH student. In addition, four students who had completed their PhD program were hooded. Two of our graduates, Meredith Hughes (JD/MPH) and Christopher Horvat (MHA), were recognized for exceptional academic performance as Delta Omega Honor Society inductees. HPM graduates Patricia Raygada-Rabanal (MPH) and Mario Scarpinato (MHA) received Outstanding Student Awards, and Taru Gupta received the Dean's Service Award for her contributions to student governance and community service.



Patricia Raygada-Rabanal (HPM '17) and Mark Roberts

CONGRATS TO OUR DOCTORAL STUDENTS!

Kalyani Gopalan Dissertation Title: "Service Delivery and Quality of Care for Individuals with Mental Illness"

Inmaculada Hernández Dissertation Title: "Evaluating the Safety and Effectiveness of New Oral Anticoagulants in the Medicare Population"

Mina Kabiri Dissertation Title: "Computer Simulations in Health Policy: Methodology and Applications in the Management of Chronic Diseases"

Tri Le Dissertation Title: "Inpatient Post-Acute Care Utilization Patterns and Outcomes in Pennsylvania Medicaid"

Yomei Shaw Dissertation Title: "Decision Making about Medication Therapies for Rheumatoid Arthritis Patients"

STUDENT PLACEMENT

POSTGRADUATE EMPLOYMENT

NAME	DEGREE	TITLE	ORGANIZATION
Matt Bauer	MHA	Project Manager	Allegheny General Hospital
Dante Bongiorno	MHA	Research Administrator	UPMC Hillman Cancer Center
Alexandria Budney	MPH	Currently choosing among offers	Currently choosing among offers
James Cable	MHA	Office Manager	UPMC Magee
Yara Elbeshbishi	MPH	Project Analyst	UPMC Health Plan
Robert Ferguson	MPH	Director of Government Grants and Policy	Jewish Healthcare Foundation and Pittsburgh Regional Health Initiative
Michael Fetterolf	MHA	Strategy Analyst	UPMC International Services Division
Winfred Frazier	MPH	Family Medicine Clinician – Researcher	UPMC St. Margaret
Andrew Gaul	MPH	Program Associate	Jewish Healthcare Foundation
Taru Gupta	MPH	Project Manager	HM Home and Community Services LLC
Marie Hackshaw	MHA	Currently choosing among offers	Currently choosing among offers
Chris Horvat	MHA	Assistant Professor Department of Critical Care Medicine, Division of Pediatric Critical Care and Department of Pediatrics Director, Health Informatics for Clinical Effectiveness	Children's Hospital of Pittsburgh of UPMC
Meredith Hughes	JD/MPH	Senior Policy Analyst	Health Policy Institute
Rachel Hummel	MHA	Administrator-In-Training	UPMC Heritage Place
Gregory King	MHA	Practice Coordinator	UPMC Department of Urology
Carrie Law	MPH	Currently choosing among offers	Currently choosing among offers
Adam LoNigro	MHA	Consultant	Currently choosing among offers
Patsy Maxim	MHA	Project Coordinator	UPMC Eye and Ear Institute
Sarah Miller	MHA	Practice Manager	UPMC Dept. of Medicine, Renal Division
Patricia Raygada-Rabanal	MPH	First Year Dental Student	University of New England College of Dental Medicine
Mario Scarpinato	MHA	Second Year Medical Student	Medical College of Wisconsin
Anupama Sharma	MHA	Associate Professor of Pathology (continued position)	University of Pittsburgh School of Medicine

POSTGRADUATE FELLOWSHIPS

STUDENT	PROGRAM	ORGANIZATION
Danielle Cerep	MHA	Presbyterian SeniorCare
Robert Ferguson	MPH	CMS Center for Clinical Standards and Quality
Evan Finkelstein	MHA	UPMC HSD Allegheny County
Jared Garfield	MPH	Holy Redeemer Health System Huntingdon, Pa.
Patrick Lundquist	MHA	UPMC HSD Blair County

STUDENT PLACEMENT

MHA SUMMER RESIDENCY LIST | 2017

Per HPM Ranking and Matching Process

STUDENT	AGENCY/ORGANIZATION	PRECEPTOR(S)
Tanya Bahl	AHN Finance	Brian Devine, Vice President
MonaLisa Leung Beckford	Washington Health System	Gary Weinstein, President and CEO
Swati Bhosale	UPMC Presbyterian Shadyside	Tim Kagle, Vice President, Operations
Zachary Hayes	AHN Allegheny Clinic Primary Care Service Line	Philip Laux, Vice President
Amrit Pal Kaur	Wolff Center of UPMC	Susan Martin, Director
Sushma Narra	UPMC Presbyterian Shadyside	Judy Procopio, Executive Administrator
Ashley Narvaez	UPMC Urology and Family Medicine	Margie Ealy, Executive Administrator
Catherine Riccelli	AHN Quality	Page Babbit, Vice President, Quality, Safety, and Value
Li-Yun (Lilian) Wu	UPMC International	Frank Ricci, Director, International Clinical Operations

MHA EXTENDED RESIDENCY LIST | JANUARY 2017 - APRIL 2018

Per HPM Ranking and Matching Process

STUDENT	AGENCY/ORGANIZATION	PRECEPTOR(S)
Lauren Borrelli	UPMC International	Jake Collins, Senior Director, Advisory Services and Business Development
John Cordier	UPMC East and UPMC McKeesport	Mark Sevco, President and Mark O'Hern, Vice President, Operations
Kristin Free	AHN Informatics and Operational Excellence – Corporate	David Sharbaugh, Vice President
Peter Lewellen	AHN Allegheny General Hospital	Duke Rupert, COO
Jennifer Longo	UPMC WPIC	Jenny Dee, Vice President, Operations
Raul Rios	VA VISN 4	Kimberly Butler, Executive Assistant
Abigail Tan	UPMC Medicine	Anmarie Lyons, Executive Administrator
Amanda Wilkins	Children's Hospital of Pittsburgh of UPMC	Nicholas Barcellona, Vice President and CFO

MPH PRACTICUM LIST | 2017

STUDENT	AGENCY/ORGANIZATION	PRECEPTOR(S)
Marissa Andreassi**	Highmark, Inc	Marylou Buyse
Meghan Boehm	American Heart Association	Jezebel Rivera-Guerra
Chris Dellana*	IRS – Department of the Treasury	Richard Mihelcic
Troy Lyons	Premier Medical Associates	Francis Colangelo
Melina Mermigas	UPMC Insurance Div. Internship, Govt Prog/Business	Dan Lavallee
Nisha Sanghvi***	UPMC Mercy	Julie Hecker
Halley Sonntag	Gateway Health Plan	Luis Arbelaez
Adam Spinelli**	Highmark, Inc	Marylou Buyse
Kevin Stoner	Allies for Children	Erika Fricke
Nina Yacovoni**	Magee Womens Hospital of UPMC	Patty Genday
Yufei Zhang	Tsui Laboratory, Univ. of Pittsburgh	Rich Tsui

*denotes JD/MPH student

**denotes Extended Residency

*** denotes Residency

NICHOLAS CASTLE: WINNER OF THE GERONTOLOGICAL SOCIETY OF AMERICA'S ELAINE M. BRODY THOUGHT LEADER AWARD

Nicholas Castle, professor and director of the MS and PhD programs, was awarded the Gerontological Society of America (GSA)'s 2016 Elaine M. Brody Thought Leader Award. The society is the nation's most prestigious interdisciplinary organization devoted to the study of aging. The award is granted annually at the discretion of the GSA's Social Research and Practice Section to a member who has made outstanding and meaningful career contribution in social research, policy and practice in the field. Castle has made a highly successful career in the field of gerontological research. He has been first author on more than 150 peer-reviewed publications, and thus has made a substantial impact in the state of gerontological literature.



Currently Castle is focusing his efforts on examining staff turnover within nursing homes, staffing issues in long-term care, and satisfaction scores of family members of those in nursing homes. Additionally, he teaches a class for master's students focused on quality within health care. He is passionate about working with students and has advised numerous individuals on their master's essays. Outside of academia, he enjoys renovating his house.

(continued from pg. 11) A recipient of an institutional career development award funded by the National Institutes of Health's Building Interdisciplinary Research Careers in Women's Health program, Jarlenski also is in the early stages of examining Medicaid data that will measure the variations and quality of treatment received by pregnant and post-partum women with opioid use disorder. The goal of this research is to inform policy makers about opportunities for improving treatment in locations where gaps exist. In the future, Jarlenski anticipates conducting a study to analyze Medicaid data associated with infants who are born to women with opioid use disorder. By following study subjects over a period of years, the study will yield greater understanding of the long-term impact of maternal opioid use on health and health care outcomes.

Evan Cole, research assistant professor in HPM, is engaged in a project that focuses on another critical aspect of the opioid epidemic: facilitating access to medication-assisted treatment in rural areas of Pennsylvania. Funded by a grant from the Agency for Healthcare Research and Quality (AHRQ) to the Pennsylvania Department of Human Services, the project comprises many moving parts. These include working with primary care clinics to help them adopt medication-assisted treatment protocols, an ongoing webinar series to train and educate primary care physicians about treatment for opioid use disorder, case management services through a collaboration with another DHS initiative, and a peer-to-peer tele-consultation service that provides quick answers for primary care physicians. The grant also funds an evaluation that will provide insight into which aspects of the implementation were and were not effective in order to make informed decisions about future steps (<https://ramp.pitt.edu>).

"We're in year one of a three-year grant so far, and are in the process of recruiting primary care clinics to participate," says Cole. "The end goal is to recruit 25 primary care clinics in 23 rural counties over a three-year period. If primary care clinics sign up, they will be supported by an implementation team that is being run by Jan Pringle in the University of Pittsburgh School of Pharmacy."

"Rural primary care providers are very busy," adds Cole. "They own their own practice. So, part of this grant is intended to reduce the burden of time it would take for them to learn and adopt this process [of medication-assisted treatment]. I think there is a lot of concern at first that this would be a whole new ball game for them, but our hope is that they can adopt the process and incorporate it effectively."

HPM's efforts make it clear that the fight to bring the opioid epidemic under control is only beginning in earnest in Pennsylvania, but research and projects leading to easier access for effective treatment, education for medical professionals and the public, and intercepting and preventing further addiction are showing promising results.

Jarlenski, in considering her research to date, underscores the human dimension of the opioid crisis. "One thing that's always striking to me is when you get into the data and start looking at these outcomes," she says. "They are often very bad outcomes and very high-risk patients. It is striking to me how much need there is and how vulnerable these populations are. That's what's compelling from a public health standpoint—we want to make sure the programs and policies are there to support these families and really reduce the health burden they're facing from opioid use disorder."

DAWN GIDEON LECTURE: HEALTH CARE'S NEWEST CODE BLUE



Mark Roberts, Michael Young, and Robert Henkel at the 2016 Gideon Lecture

On November 14, 2016, the Dawn Gideon Foundation, in partnership with the Health Policy and Management (HPM) Alumni Association and Healthcare Council of Western Pennsylvania held an educational lecture and webinar titled, Health Care's Newest Code Blue: The Need for Cash Infusion and Restructuring. The event included a panel of speakers, among whom was Suzanne Koenig (president, SAK Management Services, LLC), James Nugent (managing director, Huron Consulting Group), and Nancy Peterman (chair of the Chicago Restructuring & Bankruptcy Practice, Greenberg Traurig, LLC). One of the key points that all panelists discussed was the need for organizations to recognize and accept the red flags within health care early on rather than push them aside, because doing so creates a much more difficult situation from which it may not financially recover.

After the presentation panel concluded, follow-up alumni reaction panelists shared their thoughts and experiences regarding the topic. Participating were Robert Henkel (HPM '83, former president and CEO, Ascension Health), David Hunter (HPM '70, past managing partner, Hunter Partners), and Michael Young (HPM '82, president and CEO, Pinnacle Health System). Afterwards, both panels answered questions from the audience. Most of the questions surrounded the issue of what health care will look like under the new administration. Overall, the event provided a stimulating environment to learn about the need for cash infusion and restructuring, a topic that certainly affects all of our careers in some form.

MARK YOUR CALENDAR

You are invited to attend the annual **Dawn Gideon Lecture and Webinar**, which will take place on **Nov. 13, 2017**

at the University Club. Robert Henkel will speak on how health care organizations can address social determinants of health. A reaction panel will then follow Henkel's lecture. Check our Web site for more information.

ACHE ALUMNI RECEPTION: BIGGER & BETTER

We are pleased that the annual HPM Alumni Reception has been steadily growing in attendance over the past several years. Participation has become increasingly inter-generational as a new wave of graduates joined veteran alumni on March 28 at the Palmer House in Chicago. Long-standing alumni leaders and supporters in attendance including Robert Henkel (HPM '83), Diane Howard (HPM '79), and Diane Peterson (HPM '75). The 30 in attendance were introduced to Kevin Broom, the incoming vice chair for education and director of the MHA and MHA/MBA programs. Broom promised to seek out alumni for their suggestions and feedback about program curricula, alumni relationships, and activities. He wants to engage alumni in creating a higher profile for all our programs nationally that better reflects the quality of our degrees and the success of our graduates. Wes Rohrer received a plaque and gift to recognize his 17 years of service to the department as administrator, teacher, and advocate for community service and civic engagement. Mike Evans (HPM '80) was applauded for his outstanding leadership and commitment to the growth of the HPM Alumni Association, and introduced Amy Richards with enthusiasm as the incoming president.



RIDDLE PRESIDENT GARY PERECKO RECEIVES AWARD FROM HLNDV

Gary Perecko (HPM '81) received both his undergraduate and graduate degrees from the University of Pittsburgh. In 1981 he graduated from the Graduate School of Public Health with his MPH in health administration. Recently he was awarded the Senior Level Executive Award from the Healthcare Leadership Network of the Delaware Valley (HLNDV), which is a local chapter of the American College of Healthcare Executives.



Perecko, who is the co-preceptor of Main Line Health's Administrative Fellowship Program, was nominated by current and previous fellows who spoke extremely highly of his leadership.

RECENT ALUMNI AWARDS

At the recent Pitt Public Health 2017 Alumni Awards, several HPM Alumni were recognized:

Distinguished Alumni Awards: Michael Walsh Jr., MHA (HPM '04)

The Margaret F. Gloninger Service Award: Annette Fetchko, MPH (HPM '84)

Special Recognition of Service: Diane Howard, PhD, MPH (HPM '79)

PRESIDENT AND CEO POSITION IN TRANSITION FOR HPM ALUMNI

From his humble beginnings in the early 1970s as a lawn care assistant, refuse collector, and parking lot line painter at what was then Passavant Hospital, recently retired president and CEO of Ascension Healthcare, Robert Henkel (HPM '83) has seen first-hand the powerful wave of change in the health care industry over the past 40 years.

Yet, through it all, this alumnus says his greatest career accomplishment has been the ability to influence and create a culture of service in every organization he has been a part of. This accomplishment is particularly notable at Ascension, which is the largest non-profit health system in the United States and the world's largest Catholic health care system.

Henkel's recent retirement from Ascension at the end of June brings partial closure to a career comprised of numerous health care executive positions at the Daughters of Charity National Health System in St. Louis, Mount Sinai Medical Center in Miami Beach, SSM Health Care in St. Louis, Montefiore Medical Center in New York, and most recently Ascension in St. Louis.

Following Henkel's retirement, another Pitt HPM alum, Patricia A. Maryland (HPM '82)—currently president of Healthcare Operations and COO at Ascension's Healthcare Division—will be stepping into Henkel's role as executive vice president of Ascension and president and CEO of Ascension Healthcare. Maryland's career has spanned executive positions at St. John Providence Health System in Michigan, St. Vincent Indianapolis Hospital, North Oakland Medical Centers in Michigan, and Sinai-Grace Hospital in Detroit and the Detroit Medical Center.

Her accolades include being named one of the Top 25 Women in Healthcare in both 2015 and 2016 by Modern Healthcare. She was also named Woman of the Year in 2014 by the Healthcare Business Women's Association, and in that same year was included in Modern Healthcare's Top 25 Minority Executives in Healthcare. In 2006, Maryland received the top health care executive award by the Indiana Minority Health Coalition, and in 2003, the Detroit Chapter of the Southern Christian Leadership Conference honored her with the Leadership in Healthcare Award. She also received a Women of Professional Excellence award from the Cleveland Clinic.

The accomplishments of Henkel and Maryland are particularly notable when one considers Ascension's reputation in the health care industry. An organization dedicated to transformation through innovation, Ascension provided more than \$1.8 billion in care in 2016 to persons living in poverty and to other programs dedicated to benefitting local communities. The system encompasses approximately 150,000 associates and 36,000 providers, and operates 2,500 sites of care that include 141 hospitals and more than 30 senior living facilities in 24 states and the District of Columbia. Ascension's Solutions Division offers diverse services such as physician practice management, venture capital investing, investment management, biomedical engineering, clinical care management, information services, risk management, and contracting through the system's group purchasing organization. Ascension is also in the midst of forming a new subsidiary, Consulting Network, LLC, through which retired senior leaders, including Henkel, will continue to have opportunities to serve the Catholic health ministry.

Of the many challenges Henkel has faced in his career, he says the most significant is the ongoing attempt to influence



Robert Henkel, former president and CEO of Ascension Healthcare



Patricia Maryland, current president and CEO of Ascension Healthcare

and create health policy in the U.S. “That’s clearly the top one when I look at where we are even today and relative to assuring health care access and coverage for everyone in this country and how far we are behind the rest of the world,” he says. “After that - and this has been both a challenge and a reward - is the ongoing work to assure safe health care, both in our organization, which we’ve done great work but still have much to do, and throughout the country.”

“We’re now establishing a national network of employed health care providers, and we are better enabling our organization and our providers to successfully make the transition to a fee-for-value, population health-focused world more quickly.”

—Patricia Maryland

Maryland similarly mentions the challenge of developing quality health care systems in financially uncertain times, particularly while she was president and CEO of St. John Providence Health System in Detroit and Ascension’s Michigan market leader. “It was an absolute risk to operationalize a sustainable health system while faced with an unsure outlook for the future economic environment,” she says. “However, this resulted in extreme professional growth and positioned me to better understand the complexities of leadership.”

Looking forward to her new role at Ascension, Maryland says, “We’re now establishing a national network of employed health care providers, and we are better enabling our organization and our providers to successfully make the transition to a fee-for-value, population health-focused world more quickly.”

For Henkel, retirement will still be a busy time. “It certainly will be different, but I’ve been planning this for a long time, so I’m very much looking forward to it,” he adds. “I’ll keep active in a few things (Henkel will be participating in HPM’s Dawn Gideon Lecture and Webinar in November of this year), but I’ll also have some opportunities to do some things that are fun.”

Of his experience as a student in Pitt’s HPM master’s degree program, Henkel says, “The professors and the program itself got me very engaged in the world of health care.” He cites in particular a residency at the Eye and Ear Hospital, now UPMC, which was among the most influential of his career. “I had the opportunity to be both influenced by and to understand different styles of leadership, and to adopt things that made sense to me, and to understand the styles that I didn’t want to be a part of my role as a leader. That opportunity and the program really helped shape who I am and the successes I’ve been able to have throughout my career.”

Henkel also mentions the value of experience gained through the HPM program, Pitt, and a consortium of universities across the country, working in Washington, D.C. for a summer with the Health Care Finance Administration, now the Centers for Medicare and Medicaid Services, which helped to formulate his understanding of policy and the inner workings of

government. That experience significantly influenced his future approach toward health care leadership and administration.

Maryland says that while pursuing her DrPH at Pitt, she received exactly the knowledge and experience she needed to lead effectively at a time when the health care field was undergoing a period of massive upheaval. “The background and experience gathered from expert professors and colleagues prepared me to create a plan for the reconfiguration of a major health system that would position us for long-term success,” she says. “The health care industry is experiencing a revolutionary transformation, requiring leaders to react rapidly with meaningful solutions that change our perspective on providing care. The thought leaders at the University of Pittsburgh provided me with the tools to respond and lead through change.”

She identifies Henkel as one of her closest mentors while she was a student, someone who provided her with career guidance and helped her to shape the way she leads and serves today. She acknowledges that at an early age she was taught that relevant experience, coupled with a quality education, are among the most important factors leading to success. Students preparing to enter the health care field, she says, should follow their passion, put forth their best effort, surround themselves with the best and the brightest, and always continue to learn.

“I would hope students take the opportunity to stay engaged with where they get their formation and foundation of learning, and be willing to give back in whatever way they can, whether it be the graduate school or the communities where they work and live. Those are critical components of health care leaders.”—Robert Henkel

Henkel’s advice for students entering Pitt’s HPM programs and the health care field? “I would strongly urge a young person not to apply to a graduate program until they’ve had at least two years of work experience, because that helps to improve the ability to learn and to understand what they are learning,” he says. “I would tell them to take advantage of the relationships with their professors, and to think very broadly about the opportunities in the world of health care and not to get too narrow in their thinking going into the program. There is an economic and policy side; there is leadership and management of health systems. Think about how you develop systems of care versus just hospitals or very narrow fields and to have fun while you’re doing it.”

Reflecting on his 40-plus years of leadership in the field, he adds, “I would hope students take the opportunity to stay engaged with where they get their formation and foundation of learning, and be willing to give back in whatever way they can, whether it be the graduate school or the communities where they work and live. Those are critical components of health care leaders.”

LETTER FROM MIKE EVANS



Dear Health Policy and Management (HPM) Alumni Association, I am very pleased to provide you with another update on the activities of our alumni association. The wide array of activities and events over this past season continue to strengthen the association and our connection with and support of the HPM program. We have much to be proud of as we continue to help our program evolve into one of the very best in the country.

ACHE CONGRESS ON HEALTH CARE LEADERSHIP

At this year's reunion and reception, held on Tuesday, March 28 at the Palmer House Hilton in Chicago, we had our largest turnout ever, as over 40 alumni, faculty, and students participated in the event, which highlighted the following:

- The association donated \$500 to help sponsor students to attend the ACHE Congress (this support will now be provided annually).
- We introduced Kevin Broom as the HPM vice chair for education and MHA and MHA/MBA program director, effective July 2017; and Kristin Lazzara as our alumni relations coordinator.
- Mario Scarpinato, Sarah Miller, Evan Finkelstein, and Peter Lewellen were recognized for participating in the University of Alabama at Birmingham Case Study Competition.
- Aleksandra Jurewicz was recognized as a participant in the ACHE Stull Essay Competition.
- Anna Voelker, adjunct professor, was acknowledged for her very successful efforts in guiding the UAB Case Study Competition students for the past few years.
- Wes Rohrer, vice chair for education, and director of the MHA program, was presented with a plaque honoring his efforts as an extraordinary leader, mentor, and teacher for countless HPM students.
- Sam Friede, assistant professor and director of external relations, was awarded honorary member status in the HPM Alumni Association for his many significant contributions to the group and for his tireless efforts to place students in residencies, fellowships, and extended residencies over many years.

ALUMNI COMMUNICATIONS

In addition to this newsletter, which is distributed semiannually, I have been sending periodic e-mails to keep you updated. Professor and Chair Mark Roberts has been very engaged in increasing communication between the program and our association through contributions to our newsletters and his own e-mail updates. We also continue to build support and awareness of our two annual rallying events: our alumni reunion and reception at the ACHE Congress in Chicago every March, and the Dawn Gideon Lecture and Webinar in Pittsburgh in November.

NATIONAL NETWORK OF ALUMNI

We are currently working to establish a national network of alumni. Central to this effort are those who are willing to host social events in regional areas where we have a nice cluster of graduates. Having more visibility nationally will help us attract the best and brightest students from across the country. Rob Curry, CEO of Citrus Valley Health Partners in Los Angeles, has graciously agreed to host the first regional event this summer.

DAWN GIDEON LECTURE AND WEBINAR

The next Dawn Gideon Lecture and Webinar will be held on Monday, November 13, 2017 at the University Club in Pittsburgh. Bob Henkel, former president and CEO of Ascension Health, has agreed to be our featured speaker, addressing the topic, The Social Determinants of Health. Mike Blackwood (HPM '80), former president and CEO of Gateway Health. Marian Jarlenski, HPM assistant professor, and Gary Perecko (HPM '81), president of Riddle Hospital in Philadelphia, have agreed to be part of our alumni reaction panel. More information on this event will be shared in future e-mails.

Lastly, since our reunion was held in March during basketball season, I challenged the HPM alumni and faculty to strive for "elite eight" status in all HPM programs. With your continued contributions of "time, talent, and treasure" in support of our department, this goal can soon become a reality!

A handwritten signature in black ink that reads "Mike Evans". The signature is written in a cursive, flowing style.

Mike Evans (HPM '80)
HPM Alumni Association President



We thank you, our alumni, for your continued financial support and guidance. Your leadership supports HPM's goals, fosters and promotes connections throughout our network of alumni, and raises HPM's stature, thus enriching the University community as a whole.

In addition to financial support, also consider other opportunities to give back:

- Mentoring locally or long distance
- Precepting residencies or practica
- Guest lecturing
- Recruiting prospective students
- Hiring new graduates
- Hosting a city event

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L to R: Mina Kabiri, Tri Le, Mark Roberts and Inmaculada Hernández