

Pitt
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Health

HEALTH POLICY AND MANAGEMENT *Newsletter*



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- HPM Alumni Association Welcomes New Leadership
- HPM Expands To Occupy Entire Sixth Floor in Crabtree Hall

HEALTH POLICY AND MANAGEMENT NEWSLETTER ACADEMIC YEAR 2017-2018

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- HPM Alumni Update

LETTER FROM THE CHAIR



Greetings once again from Pittsburgh during a time of important changes to our facilities, staff, and administration. The renovations are almost complete, and our department has expanded to occupy the entire sixth floor of Crabtree Hall. If you are in town, please come by and visit!

In faculty and staff news, we have several new hires (see story, pages 3-4), and Nick Castle has stepped down as director of the PhD program to concentrate on research in chronic care. We thank him for his work expanding and strengthening the PhD program and we welcome Julie Donohue and Wed Rohrer as new codirectors of the program (see page 5). We also welcome several new members of our National Advisory Council and are looking forward to their input this spring.

We could not be more impressed with our students' energy, commitment, and performance. The incoming

class represents a wide range of backgrounds and prior experiences. Our students continue to receive excellent fellowship and initial employment opportunities and are performing well in national competitions, taking second place in the invitational Robbins Case Competition at Baylor (see page 7).

The research side of the department continues to advance the use of rigorous methodology in the evaluation of health care and public health problems like the opioid epidemic. Work by Hawre Jalal and myself, with co-investigators from the Public Health Dynamics Lab, was cited in *The Economist*, and work on Medicaid (J. Donohue), value-based payment (E. Roberts), and the impact of the Affordable Care Act (ACA) on cancer diagnosis and treatments (L. Sabik) has garnered national media coverage (see pages 11-12).

Finally, we continue to make strides in engaging with our alumni. Mike Evans (MPH '80) has put an incredible amount of energy into developing and modernizing the HPM Alumni Association, and after four years at the helm, is transferring leadership to Amy Richards (MBA/MHA '02). (see the story on page 15.) This issue highlights recent alumni activities as well as the accomplishments of several alumni, including Natalie Bulger (MHA '12), Tri Le (PhD '15), and Johanna Bellon (PhD '15) (see page 19). Please keep in touch. Our hope is to engage our friends and alumni in the activities of the department, and we are developing multiple new ways for you to participate.

Regards,

Mark S. Roberts, MD, MPP

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

NATIONAL ADVISORY COUNCIL

The Department of Health Policy and Management National Advisory Council (NAC), composed of local and national executives, academicians, and alumni, met March 15 and 16, 2018, to coincide with the events surrounding Pitt Public Health's 70th anniversary celebration. Topics discussed included current issues, future plans, environmental assessments, the state of the department, and department expansion. New members include Wendy Braund, Rabikar Chatterjee, Monica Valdes Lupi, and Tom Sadvary. A detailed account of the NAC meeting and its recommendations will be presented in the next newsletter. To view the complete list of NAC members and a detailed account of the meeting recommendations, visit the website at:

<https://www.publichealth.pitt.edu/hpm-nationaladvisorycouncil>



NAC Member, Monica Valdes Lupi

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DEPARTMENTAL UPDATES

WELCOME NEW HIRES

SUE BOROWSKI

Assistant to the Chair



Sue Borowski has served the University in administrative assistant roles for 37 years—most recently at the Joseph M. Katz Graduate School of Business. She has assisted senior administrators in the Office of the Provost, Department of English, Office of Research Accounting, and Office of General Counsel. Borowski studied business and music in the College of General Studies and is a Celtic singer and songwriter, playing fiddle, mandolin, Irish whistle, and guitar with RichPatrick Celtic Music and Celtic Shores. She serves as treasurer of the Scottish Nationality Room Committee and is entertainment coordinator for Pittsburgh Tartan Day and The Ligonier Highland games.

WENDY E. BRAUND

Professor

Director and Associate Dean, Center for Public Health Practice



Wendy E. Braund is responsible for strategic visioning and leadership, practice-based scholarship and education, and resource development for the Center for Public Health Practice (CPHP). Previously, she was the administrator for Wyoming State Health Office and Public Health Division of the Wyoming Department of Health, where she worked in statutory authority over public health issues and public health policy and was responsible for administrative oversight of state public health programs. She previously held multiple positions in the U.S. Department of Health and Human Services. Braund holds undergraduate degrees in psychology and English from Duke University and completed her Master of Special Education/Counseling at the University of Pennsylvania Graduate School of Education, her MD at Pennsylvania State University College of Medicine, and an MPH and Preventive Medicine Residency Training at Johns Hopkins University Bloomberg School of Public Health. In the future, she hopes to develop a funded research agenda and associated publications as well as secure dedicated, long-term funding for CPHP. In her spare time, Braund enjoys choral singing, horseback riding, skiing, attending Washington Capitals games, and hanging out with her dog, Max. When asked about her new position, she said, "I'm excited about all the opportunities available to me in this new position and honored to be part of Pitt Public Health."

DEPARTMENTAL UPDATES

ALI GREENHOLT

Administrative Support

Ali Greenholt provides administrative and organizational support for the entire department, primarily assisting with the residency application and matching process, coordinating campus visits for potential hires, and assisting departmental committees with their communication and event-planning needs. Greenholt graduated from Pitt with a BA in English nonfiction writing, a minor in Africana studies and a certificate in gender, sexuality, and women's studies. After graduating, she held a few "odd and not-so-odd jobs" until landing at Pitt Public Health. In the fall, she will attend the Graduate School of Public and International Affairs part-time to pursue a Master of International Development, majoring in urban affairs and planning. Greenholt enjoys outdoor activities, having completed several cross-country camping trips, and wants to eventually visit every national park in the United States. She also does yoga and is learning how to play the ukulele and banjo. Greenholt is excited about her position, saying, "I'm grateful for my position in HPM because it is helping me develop professionally, but it is also a great working environment."



ERIC ROBERTS

Assistant Professor

Eric Roberts is working to launch a research program at the intersection of poverty, aging, and health insurance. He plans to expand his postdoctoral work examining subsidy programs that help low-income Medicare beneficiaries to afford prescription drugs and meet their other health care needs. In his previous career, he spent several years as an analyst in the investment banking division of Citigroup in New York City, where he worked with public hospitals, states, and municipalities to raise capital and manage debt for facility construction. He holds an undergraduate degree in economics and history and PhD in health economics and policy from Johns Hopkins University, and spent the past two years at Harvard as a postdoctoral fellow, applying economic methods to study health policy. In the future, Roberts hopes to develop nationally recognized, policy-relevant research on safety-net health care programs for aging and vulnerable populations. His ultimate goal is to publish exceptional research that improves public policies for the least privileged in our society. In his free time, he swims and enjoys participating in triathlons and semi-competitive sports. When asked about his new position at Pitt, Roberts said, "I'm excited to be at Pitt to develop a research program focused on low-income and aging populations in conjunction with faculty and students across the university's health science schools."



RHONDA TOTH

Administrative Assistant

Rhonda Toth has been with the University for 16 years in several departments and centers. She began her Pitt career in the Department of Epidemiology, where she assisted the associate dean for research and was assistant to the director of the Drug Discovery Institute. Most recently, Toth was assistant to the director and associate dean of the Center for Public Health Practice. She also continues to provide administrative assistance to the Public Health Dynamics Lab. In her spare time, Toth enjoys a variety of activities centered on spending time with her family and friends, especially her almost one-year-old granddaughter, Lena. She enjoys attending family celebrations, going to performances around the Cultural District, seeing new movies, and traveling to anywhere with a beach.



INTRODUCING COLEMAN DRAKE, NEW FACULTY HIRE

Coleman Drake will join the HPM faculty in September of 2018 as an Assistant Professor in the Tenure Stream to fill the Health Services Research position in the department.

Drake comes from the Division of Health Policy and Management in the School of Public Health at the University of Minnesota where he will finish his doctorate in the summer of 2018.



View complete bios of the HPM faculty, staff, and postdoctoral researchers at publichealth.pitt.edu/health-policy-and-management/whos-who

DEPARTMENTAL UPDATES

HPM WELCOMES NEW LEADERSHIP TO SPEARHEAD PHD



(L-R): Julie Donohue and Wes Rohrer

We welcome a new leadership team to the PhD program. Department Chair Mark Roberts recently announced the appointments of Julie Donohue and Wes Rohrer as codirectors of the PhD Program in Health Services Research and Policy. Donohue is an accomplished health services researcher and health policy expert who has mentored many of the department's PhD students. Rohrer is an outstanding educator and former program director who has refocused his scholarly interests on global health systems and policy since returning from his sabbatical as an academic administrator and teacher in Saudi Arabia.

Nick Castle, who led the PhD program for the past five years, has stepped down to focus all of his energy toward re-establishing a funded research program in long-term care evaluation. During his tenure, 28 students came through the PhD program, as well as the supporting Master of Science (MS) in Health Services Research and Policy program. A total of 13 students graduated from these two programs: 10 from the PhD and three from the MS, and 12 are currently pursuing these degrees (11 in the PhD and one in the MS).

We appreciate the effort Castle put into expanding the PhD program over the past several years, as well as the recruitment of an excellent cadre of PhD students. We are excited about the new leadership team, and we look forward to this next stage in the growth of our PhD program.

ACADEMIC PROGRAMS UPDATE

As we near the end of another academic year, the current state of our academic programs is strong, and we look to build for the future.

Currently, the department offers four primary degree programs. The two professional graduate degree programs are Master of Health Administration (MHA) and Master of Public Health (MPH) in Health Policy and Management. The two research-focused programs are Doctor of Philosophy (PhD) and Master of Science (MS) in Health Services Research and Policy.

In addition, HPM offers two professional joint-degree programs through collaborations with other Pitt schools. The MHA/MBA is our redesigned joint-degree program with the Joseph M. Katz Graduate School of Business, where students

can earn both degrees in three years. Our JD/MPH joint-degree collaboration with the School of Law is a longstanding program where students can earn both degrees in four years. In both joint-degree programs, students can reduce their total time in graduate school by one full year (when compared to completing the degrees independently).

Lastly, we offer two graduate certificate programs. Our Certificate in Health Systems Engineering is offered in collaboration with the Department of Industrial Engineering at the Swanson School of Engineering. We also offer a Certificate in Health Systems Leadership and Management, which primarily targets clinicians and providers for roles such as medical director, quality officer, and department chief. Both certificates require completion of an applied research project. (continued on pg. 6)

ACADEMIC PROGRAMS UPDATE

(Continued)

PROGRAM	YEAR					SUBTOTAL
	1	2	3	4	PART-TIME	
MHA	19	15			5	39
MHA/MBA	5	3	0			8
MPH	9	8			7	24
JD/MPH	0	1	1	1		3
MS	1	0				1
Subtotal	34	27	1	1	12	75
PHD				11		11
Grand Total						86

Looking to the future, we are working to increase student enrollment and expand our degree offerings. We are also exploring the possibility of creating accelerated degree opportunities, where a selected handful of highly qualified undergraduates can compress six years of course work (four undergraduate and two graduate) into five academic years. In these accelerated programs, students will be allowed to fulfill their required senior course requirements with first-year graduate courses. Accelerated programs already exist within the University, but not within Pitt Public Health.

As we move forward, we will continue to look for opportunities to expand enrollment in the MHA and MPH programs, but

in a strategic and measured way based on the number of residency/practicum partnerships and our ability to successfully place students into jobs. We do not want to grow the student population in a way that reduces our placement rates—both for residencies and jobs upon graduation—but in a manner that ensures positive educational outcomes.

Kevin Broom

Associate Professor

Vice Chair for Education

Director, MHA and MHA/MBA Programs



(L-R) Seated: Manasa Pallapolu (MHA '19) and Evan Roman (MHA '19) Table: Melissa Kus (MHA '19), Erika Garrison (MHA/MBA '20), and Karl Gibson (MHA '19)

STUDENT SCHOLARSHIP RECIPIENTS FALL 2017

STUDENT	SCHOLARSHIP
Chandler Caufield	Dean's Public Health Scholarship
Kristin Free	HPM Scholarship
Erika Garrison	Hunter Scholarship
Yei Gbaintor	Tom and Judy Priselac Scholarship
Stephanie Turnquist	Surma Scholarship
Zach Hayes	Graduate Student Assistantship
Zoe Kaufman	Dawn Gideon Scholarship
Melissa Kus	Graduate Student Assistantship
Peter Lewellen	Dean's Public Health Scholarship
Sushma Narra	HPM Scholarship
Manasa Pallapolu	Hershey Scholarship
Molly Shiflet	Hershey Scholarship
Amanda Wilkins	Graduate Student Assistantship
Deborah Wokpetah	Commonwealth Scholarship
Benjamin Zhu	HPM Scholarship

THE DEAN'S PUBLIC HEALTH SCHOLAR

MHA/MBA candidate Chandler Caufield (MHA/MBA '20) was born and raised in Pittsburgh, earning her undergraduate degree in professional writing and minor in biomedical engineering from Carnegie Mellon University, where she also played varsity basketball. She was well acquainted with the reputation of Pitt Public Health and became intrigued by the dual-degree MHA/MBA program because she thought it would allow her the opportunity to work in any capacity of health care. "I knew going to school here would offer so many opportunities to get involved with something that would be very interesting, very challenging, and could possibly make a difference in the world," she said.



Caufield has worked as a ventricular assist device engineer at UPMC Presbyterian and Children's Hospital of Pittsburgh of UPMC and as a research technician with a University of Pittsburgh laboratory that focused on lung diseases, specifically idiopathic pulmonary fibrosis. In the future, she hopes to work in bioengineering or the medical device field. Having already worked with patients on the receiving end of some of these devices, she is fascinated by what goes into getting them to market.

Outside the classroom, sports have always been a huge part of Caufield's life. From third grade on, she and her sister could be found shooting hoops with their dad, and both continued to play basketball through college (her sister is currently a senior at Allegheny College). Caufield attributes much of who she is to sports, saying, "Playing for as long as we did, and with all the guidance from my dad, we have learned discipline, toughness, and what it takes to win—all of which has shaped my mindset today."

HPM TAKES SECOND PLACE IN CASE COMPETITION

Pitt Public Health students took second place at the Robbins Case Competition in Healthcare Management, held October 11-13, 2017, at the Paul L. Foster Campus for Business and Innovation on the Baylor University campus in Waco, Texas. Zachary Hayes (MHA '18), John Cordier (MHA/MBA '18), and Amanda Wilkins (MHA '18) competed, and Chandler Caufield (MHA/MBA '20) attended as an observer and will be on the team representing Pitt next year. After receiving a case study that dealt with the potential impact of value-based payment systems on outpatient oncology services, the team spent the day digesting the case; conducting a strategic analysis; determining their proposed solution; modeling the workload, quality, and financial impacts; developing an implementation plan; and finalizing their presentation slides. They submitted their slides with a minute to spare and presented their proposal to the judges the following morning. In the initial group stage, Pitt advanced to the final round by defeating teams from the University of Washington, Boston University, and the University of Toronto. In the final round, Pitt defeated Ohio State, but fell in a very close vote to the team from Army-Baylor. As a result of their efforts, each of the three team members and the MHA program received \$2,000 (\$8,000 total). Congratulations to the HPM students on their hard work, and thank you for your exemplary representation of Pitt Public Health!



(L-R): John Cordier, Zachary Hayes, Amanda Wilkins, Kevin Broom and Chandler Caufield

HPM WELCOMES INCOMING STUDENTS, FALL 2017!

This past August 2017, HPM welcomed 38 students to our program. The cohort spent a week during orientation getting to know one another and their faculty, participating in welcome activities, and tackling team-building challenges to prepare them in the classroom and beyond.



The 2017 MHA and MPH Incoming Cohort

NEW MPH STUDENTS

STUDENT	ALMA MATER
Nikki Blake	Duquesne University
Kexin Chen	Fudan University
Iman Farid	Rochester Institute of Technology
Yei Gbaintor	Rutgers University
Jennie Laeng	University of Nebraska
David Moffa	University of Pittsburgh
Michaela Quinlan	University of Colorado Boulder
Kaitlyn Saal-Ridpath*	Elon University
Molly Shiflet	Clemson University
Jason Zheng	Rochester Institute of Technology
Benjamin Zhu	University of Pittsburgh

*Denotes JD/MPH dual-degree student

NEW DOCTORAL STUDENTS

STUDENT	ALMA MATER
Noelle Cornelio	University of North Carolina-Charlotte
Praveen Kumar	Indian Institute Technology-Delhi



NEW MHA STUDENTS

STUDENT	ALMA MATER
Megan Albert	University at Buffalo
Chandler Caufield*	Carnegie Mellon University
Michael Durofchalk	Alvernia University
James Gallagher	Tulane University, University of Texas School of Medicine
Erika Garrison*	College of William & Mary
Karl Gibson	University of Pittsburgh
Stephanie Turnquist	Cardinal Stritch University
Riddhi Hegde	MGM Dental College
Kelsey Hooker	University of Pittsburgh
Zoe Kaufman	University of Connecticut
Molly Knapp	University of Pittsburgh
Latisha Sureshkumar Koli	Symbiosis Centre of Healthcare
Victoria Kulli	Cornell University, University of Pittsburgh
Melissa Kus	Kent State University
Kei-Tung Liu	University of California, Merced
Monica Menon	Duquesne University
Abigail Monyei	Pennsylvania State University
Elizabeth Nicely	University of Pittsburgh
Manasa Pollapolu	Drexel University
Katherine Robertshaw*	Georgetown University
Evan Roman	Pennsylvania State University
Justin Taylor*	Juniata College
Amy Tran	Saint Vincent College
Brandon Trumbull	Gannon University
Deborah Wokpetah*	City College of New York

*Denotes MHA/MBA dual-degree student

SUMMER RESIDENCIES | 2017

The students listed below decided to stay at their residency site after their initial summer appointment was completed.

ORGANIZATION	PRECEPTOR	STUDENT
UPMC Presbyterian Shadyside	Tim Kagle, Vice President, Operations	Swati Bhosale
Wolff Center of UPMC	Susan Martin, Senior Director, Clinical Improvement & Patient Safety	Amrit Pal Kaur
UPMC Department of Surgery	Judy Procopio, Executive Administrator	Sushma Narra

EXTENDED RESIDENCIES | 2018

The extended residency program tends to run for approximately 16 months, with the student working part-time during the school year and full-time in the summer.

ORGANIZATION	PRECEPTOR	STUDENT	DEGREE
Allegheny Health Network, Allegheny Clinic	Michele Steigerwald, President, Service Line Planning	Stephanie Turnquist	MHA
Allegheny Health Network, Strategy Transformation	Jennifer Certo, Vice President	Amy Tran	MHA
Allegheny Health Network, Wexford Health and Wellness Pavilion	Jeffrey Carlson, President, Wexford Health and Wellness Pavilion	Tony Liu	MHA
Highmark, Inc.	Thomas James, Senior Medical Director, MM&Q	Nikki Blake	MPH
Highmark, Inc.	Thomas James, Senior Medical Director, MM&Q	Iman Farid	MPH
Innovation Center at Magee-Womens Hospital of UPMC	Anthony DiGioia, Medical Director, PFCC Innovation Center of UPMC	Chandler Caufield	MHA/MBA
Jewish Association on Aging	Debbie Winn Horvitz, President and CEO	Zoe Kaufman	MHA
Presbyterian SeniorCare Network	John Zaharoff, Senior Director	Abigail Monyei	MHA
Children's Hospital of Pittsburgh of UPMC	Nicholas Barcellona, Vice President and CFO	Manasa Pallapolu	MHA
UPMC Community Medicine, Inc.	Anna Voelker, Executive Administrator	Kelsey Hooker	MHA
UPMC Department Medicine	Annmari Lyons, Executive Administrator	Evan Roman	MHA
Maggie-Womens Hospital of UPMC	Patty Genday, Executive Director of Women's Services	Karl Gibson	MHA

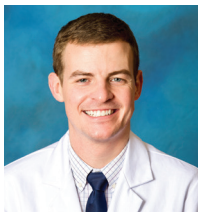
FELLOWSHIPS | 2018

Fellowships are competitive post-graduate career development opportunities that vary in length and scope.

ORGANIZATION	CITY	STUDENT	DEGREE
Allegheny Health Network	Pittsburgh, Pennsylvania	Peter Lewellen	MHA
Henry Ford Health System	Detroit, Michigan	Abigail Tan	MHA
University Hospitals	Cleveland, Ohio	Sushma Narra	MHA
Washington University School of Medicine	St. Louis, Missouri	Amanda Wilkins	MHA
Louis Stokes Cleveland VA Medical Center	Cleveland, Ohio	Raul Rios	MHA

STUDENT PROFILES

JAMES “JIMMY” GALLAGHER



Jimmy Gallagher (MHA '19), originally from Arlington, Texas, holds a Doctor of Medicine from the University of Texas School of Medicine. He decided to pursue his MHA at Pitt Public Health because he found it was the perfect complement to his general surgery residency at UPMC. Not

only is he able to continue his research on cost-effectiveness in bariatric surgery while enrolled in full-time classes, he also enjoys unparalleled access to experienced administrators across the entire UPMC system.

Gallagher, who also earned a bachelor's degree in biomedical engineering and cell and molecular biology from Tulane University, says his passion for health care and reason for attending medical school stems from his patients. “How can we serve the patient best? How can we make health care more efficient or cheaper for the patient?” he says. “These questions have driven me to pursue additional training in health administration, because administrators and providers must work together to implement solutions.” When he isn't dedicating his time to research or his studies, Gallagher says his wanderlust drives him to travel. You can also find him biking along the three rivers of Pittsburgh.

JENNIE LAENG



Jennie Laeng (MPH '19) grew up in West Middlesex, Pennsylvania and earned her undergraduate degree in psychology and gerontology from the University of Nebraska–Lincoln, where she also competed in Division I gymnastics. Laeng worked as a research assistant in behavior genetics, neuropsychology, and athletic performance labs and completed an internship with the Alzheimer's Association in Lincoln, Nebraska, which solidified her decision to pursue a degree in public health. She was attracted to Pitt Public Health because her father graduated from the program in 1981.

Laeng grew up spending time at the local senior center where her mother worked, and she fell in love with the older adult population. She is interested in end-of-life care—particularly dementia services and palliative care—and hopes to improve the lives of older adults through community-based programs, nursing homes, research, health policy, or any other public health domain. “With an increasing older adult population, the U.S. has to make it a priority to solve some of these concerns for the most vulnerable elderly, and I plan to help do that,” she says. Laeng enjoys helping with the Pitt gymnastics team as well as drinking coffee, playing board games and spending time with her cats, Jabba and Eleanor Roosevelt.

ERIKA GARRISON



Erika Garrison (MHA/MBA '20), grew up in Roanoke, Virginia, earning her BS in kinesiology with a concentration in public health from the College of William & Mary, where she also ran track. Her interest is in military health care and how to improve both access and quality for service

members and their dependents. She was attracted to the Pitt MHA/MBA program because it provides her the opportunity to combine a general business learning experience with her passion for health care. “The ability to combine a general business learning experience with my passion for health care seemed to be the perfect combination for me,” she says.

Upon graduation from Pitt, she hopes to complete a hospital fellowship at an organization that shares her values and passion for health care and has a positive impact on the community. Garrison loves spending her time exploring Pittsburgh, including visiting museums, attending food truck rallies and fall festivals, and kayaking on the rivers.

KAITLYN SAAL-RIDPATH



Kaitlyn Saal-Ridpath (JD/MPH '20) is from Worchester, Pennsylvania. She graduated from Elon University in 2015, where she majored in public health and minored in international studies and African and African American studies. She says she based her decision to come to Pitt on the

ability to be a part of the joint-degree program, starting in the law school before beginning her public health studies. “Pitt Law has a great health law reputation, and Pitt Public Health is one of the best graduate programs in the country, so I felt it was a right fit regardless.” She says she felt at home and found the faculty to be especially welcoming and helpful.

As an undergraduate, Saal-Ridpath spent time at the local free health clinic, doing everything from checking patients in to reviewing medical records. After college, she spent a year in the AmeriCorps VISTA program working in an urban nonprofit as the food access initiative coordinator. She is passionate about the food system and the issues surrounding it, dedicating her career to ensuring a sustainable and healthier future for all through practicing or policy making. After graduation, Saal-Ridpath hopes to find a fellowship in an area of public health law and policy or work either for the federal government, a nonprofit, or a think tank in a large city. She loves to cook and says sharing dinner with a friend or two is her ideal night.

FACULTY AND RESEARCH NEWS

The primary goal of the Department of Health Policy and Management is to improve public health through the planning, design, management, and evaluation of public and private health care payers and delivery systems. The core disciplines represented within the Department include health economics, health care policy, law, ethics, decision sciences, and organizational studies applied to health care systems. HPM Faculty are national experts on Medicare and Medicaid policy, pharmaceutical policy, aging and long-term care, health economics, and evaluative and decision sciences.

Faculty in the department are engaged in interdisciplinary research, scholarship, and publication addressing a range of problems relevant to health economics and policy, health services delivery and financing, outcome measurement, patient safety, and decision analysis. The Department has funded research projects totaling more than \$10 million. HPM has 25 full-time faculty members and more than 70 students currently enrolled in various degree programs within the Department.

Enclosed is the biannual round-up sampling of grants received, as well as exciting and important research taking place in the Health Policy and Management Department. Our faculty continue to foster strong collaborations with their peers, research community, department doctoral candidates and department post-doctoral researchers.

RESEARCH HIGHLIGHTS



This past winter, Eric Roberts, Assistant Professor, published studies in *JAMA Internal Medicine* and *Health Affairs* that examined changes in hospital and primary care use after Maryland introduced a new global budget program for hospitals. Maryland's program has attracted interest from policy makers as a promising model to control health care costs, to catalyze investment in primary care, and to improve population health.

Roberts' studies found reductions over time in hospital use and increases in primary care among Medicare beneficiaries living in areas served by the global-budget hospitals. However, the studies also found similar trends in control areas whose hospitals were not subject to global budgets, suggesting that the changes in Maryland could not be attributed to the state's global budget program. On other measures, such as post-hospitalization visits with a physician, the studies found no improvements in Maryland. Roberts and his co-authors concluded that steps to strengthen the incentives of physicians to improve primary care and reduce hospitalizations would make the program stronger and more likely to achieve its intended goals.

The studies received national media attention, including in the *New York Times* and *Washington Post*, as well as from local Maryland and Pennsylvania news media outlets (including WESA in Pittsburgh), given Pennsylvania's plan to implement a global budget program for rural hospitals in 2019. Evaluation of provider payment systems is a major area of research focus for Dr. Roberts and will remain a key focus as new payment models are designed and implemented nationally.

SELECT PUBLICATIONS FROM THE DEPARTMENT OF HEALTH POLICY AND MANAGEMENT

1. Roberts ET, Chermew ME, McWilliams JM, Hatfield L, and Mehrotra A. "Changes in Health Care Use Associated with the Introduction of Hospital Global Budgets in Maryland." *JAMA Internal Medicine*, January 2, 2018 (in press).
2. Roberts ET, Zaslavsky AM and McWilliams JM. "The Value-Based Payment Modifier: Program Outcomes and Implications for Disparities." *Annals of Internal Medicine* [Epub ahead of print 28 November 2017] doi: 10.7326/M17-1740
3. Venkataramani M, Pollack CE, and Roberts ET. "Spillover Effects of Adult Medicaid Expansions on Children's Use of Preventive Services." *Pediatrics* [Epub ahead of print 13 November 2017] doi: 10.1542/peds.2017-0953
4. Gray M, Saba S, Zhang Y, Hernandez I*. "Outcomes of Atrial Fibrillation Patients Newly Recommended for Oral Anticoagulation under the 2014 AHA/ACC/HRS Guideline." *Journal of the American Heart Association*. 2017 (in press).
5. Hernandez I*, Saba S, Zhang Y. "Geographical Variation in the Use of Oral Anticoagulation Therapy in Stroke Prevention in Atrial Fibrillation." *Stroke*. 2017 (in press).
6. Hernandez I*, Zhang Y, Saba S. "Comparison of the Effectiveness and Safety of Apixaban, Dabigatran, Rivaroxaban and Warfarin in Newly Diagnosed Atrial Fibrillation." *American Journal of Cardiology*. Nov 2017 (in press).
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GRANTS RECEIVED

RECIPIENT	FUNDING AGENCY	TITLE
Yuting Zhang	National Institutes of Health	Impact of Insurance Benefit Design on Patient Outcomes: Evidence from the Medicare Part D Coverage Gap Closure
Lindsay Sabik	National Institutes of Health, National Institute on Minority Health and Health Disparities	The Role of Health Centers in Reducing Disparities in Potentially-Preventable Hospital-Based Care among Dual Eligibles
Lindsay Sabik	Agency for Healthcare Research and Quality	Access to Care by Low-Income Senior Medicaid Beneficiaries: Direct and Indirect Effects of Medicaid Policy on Enrollment, Healthcare Utilization, Spending, and Health
Julie Donohue	National Institute on Drug Abuse (NIDA)	Using Machine Learning to Predict Problematic Prescription Opioid Use and Opioid Overdose
Julie Donohue	Robert Wood Johnson Foundation	The Effect of the Affordable Care Act Medicaid Expansion on Geographic Access to Safety Net and Acute Care Hospitals

HPM RECOGNIZES BARRY ROSS

Barry Ross, MBA/HSA, MSIE, retired at the end of the Spring 2018 semester. Barry Ross has been such an integral member of our teaching faculty that we need a new category for him – perhaps mega-adjunct. He taught the Operations Management course since 2010 and through that course provided HPM students with invaluable practice-based projects with partners in health care organizations. Additionally, he served as codirector of the Health Care Systems Engineering (HSE) certificate program and as co-instructor with Wes Rohrer of the HSE Seminar course. He liaised with the Swanson School of Engineering's Department of Industrial Engineering (IE) faculty, coordinated the Capstone experience for HPM/IE student teams, and taught courses in the IE department.

Barry had a distinguished career in health care systems management as a senior management engineer at Mount Sinai Health System in New York City and director of management engineering in the University of Wisconsin Hospitals. He served as assistant vice president for administration and system services at Magee-Womens Hospital and as vice president for management information systems (MIS) at St. Lukes-Roosevelt Hospital Center in New York City. Barry has decades of experience as a consultant to health care organizations in process improvement, reengineering operations, and MIS applications.

In his service to our Department—and especially to his students, Barry illustrated enthusiasm, high energy, and commitment to quality that transcended the usual contributions of an adjunct faculty member. Barry will be missed by all of us who have had the opportunity to work with him.

Please join us in thanking Barry Ross for his many contributions to the department and distinguished service at the University of Pittsburgh!



REMEMBERING A HEALTH LAW PIONEER, NATHAN HERSHEY

Nathan “Nat” Hershey’s death marked the passing of an era at the University of Pittsburgh. An intellectual force and superb teacher during decades of service at Pitt, Hershey died on April 15, 2017, in Austin, Texas, due to complications from a fall. He was 86.

Hershey played an integral role in founding the modern-day field of health law, which regulates what is now the nation’s largest industry. After earning a JD from Harvard Law School in 1953, Hershey served in the Army as well as at a New York law firm. He joined Pitt as an assistant research professor of health law in 1958, and in 1968, was named director of the health law training program. He was appointed professor of health law in the Department of Health Policy and Management in 1971.

Hershey coauthored the Hospital Law Manual, which for more than 40 years has been the definitive guide to the legal responsibilities and liabilities of health care providers. It was the first codification of health policy law and ultimately would form a critical part of what is today the LexisNexis database, the world’s largest electronic database for legal and public-records related information.

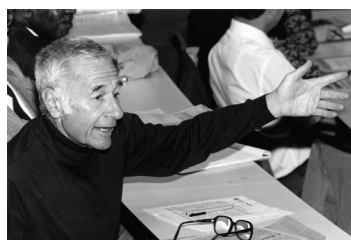
Among his many publications were Hospital Law Manual, Human Experimentation and the Law (1976) and Hospital-Physician Relationships: Case Studies and Commentaries on Medical Staff Problems (1982). Hershey also was an elected member of the Institute of Medicine at the National Academy of Sciences.

Pitt Public Health alumni who were fortunate enough to count themselves among Hershey’s many students remember him as larger than life and an outstanding teacher. “We were absolutely in awe—our teacher was the guy who created the health law field,” said Mike Evans (MPH ’80), managing principal of Revenue Cycle Solutions LLC. “He was a brilliant, great teacher.”

Hershey earned a reputation not only as a valued and dedicated professor but as a force at the highest levels of faculty administration at Pitt, serving on the University Senate

“Becky Surma (MPH ’81), a member of Pitt Public Health’s Board of Visitors, echoed that sentiment. “All of us have teachers that we remember very fondly who make a difference in our lives. Nat was one of those,” she said. “He really challenged every one of us to think outside the box, to not be complacent, to say ‘Let’s examine this from all sides.’ He was very demanding, very challenging.”

for 20 years. He spent the maximum three terms each as vice president and president and—never afraid to be a “thorn in the side” of University leadership when it came to faculty concerns—championed the Senate’s role as an equal partner in campus decisions.



“He was a giant on campus because he was willing to stand up for the faculty,” said Eleanor Feingold, senior associate dean. “Whatever issue was contentious on campus, Nat was out there making sure the leadership knew how the faculty felt about it.”

To learn how Nathan Hershey—and fellow Pitt Health Law Center innovators John Harty and Eric Springer—first tapped the potential of computers to tackle overwhelming volumes of legal information, check out “Pioneers in Computerized Legal Research: The Story of the Pittsburgh System,” by Tina Batra Hershey and Dean Donald Burke, in the current edition of the Pittsburgh Journal of Technology Law & Policy. Visit publichealth.pitt.edu/hershey to find out more and to meet Manasa Pallapolu (MHA ’19) and Molly Shiflet (MPH ’19), two current HPM students who are recipients of Nathan Hershey scholarships—and learn how you can help continue to honor Hershey’s unparalleled legacy by supporting students like them.

This story previously appeared in the Pitt Public Health alumni magazine, Winter 2018 issue.

2017 DAWN GIDEON LECTURE AND WEBCAST



(L-R): Mike Evans, Kevin Broom, Kevin Altomari, Gary Perecko, Bob Henkel, Mark Roberts, Dean Donald Burke, Marian Jarlenski, Eric Roberts and Mike Blackwood

On November 13, 2017, the Dawn Gideon Foundation, in partnership with the Health Policy and Management Alumni Association and the Healthcare Council of Western Pennsylvania, held its annual Dawn Gideon Lecture and Webcast. Titled “Tackling the Social Determinants of Health: The Next Big Challenge in Health Care’s C-Suites,” the event featured keynote speaker Robert Henkel (MPH ’83), former president and chief executive officer of Ascension Healthcare, the nation’s largest nonprofit health care system and the world’s largest Catholic health care system.

In his speech, Henkel emphasized that bridging the gap between clinical care and social services is a critical step toward eliminating the \$82 billion price tag associated with disparities in health care. Ascension, Henkel explained, is taking appropriate steps forward by forging unique partnerships. For example, together with Lyft, Ascension is providing non-emergency transportation services to underserved populations.

Following Henkel’s speech, a reactor panel comprised of Mike Blackwood (MPH ’80), former president and chief executive officer of Gateway Health; Marian Jarlenski, assistant professor in the Department of Health Policy and Management; and Gary Perecko (MPH ’81), president of Main Line Health System’s Riddle Hospital, elaborated on Henkel’s sentiment. The reactor panel pressed that improvements in both health literacy and technology, combined with a pragmatic shift in thinking, will ultimately drive change in our health care system.

“[The Gideon Lecture] was a great venue to learn from industry experts and to identify intersections between health policy research and practice,” said Assistant Professor Eric Roberts. Karl Gibson (MHA ’19) said, “As an MHA student, I found the discussion on the social determinants of health to be incredibly insightful. They took a different view on problems surrounding the topics.”

The Dawn Gideon Lecture and Webcast is an annual education event and an important on-site and remote gathering for alumni. Gideon (MHA ’83) is nationally recognized as a health care environment visionary who was dedicated to solving complex business problems in the field. Following her cancer diagnosis and death in 2015, Gideon’s husband, family, friends, and colleagues founded the Dawn Gideon Foundation, an organization committed to the development of hospital administration professionals.

Foundation Board member and Gideon’s husband, Kevin Altomari, was pleased with the results of the event. “The content of the lecture was powerful and its reception was overwhelming,” he said. “It gives me great pleasure to play a role in this activity and in working with our current scholars, Kristen Free and Zoe Kaufman. Carrying on Dawn’s work and legacy is truly an honor.”



SAVE THE DATE

2018 UPCOMING DAWN GIDEON RELATED EVENTS

August 20 – Golf Tournament & Dinner at the Edgewood Country Club | More information at: dawn-gideon-foundation.org

November 12, Dawn Gideon Lecture and Webcast

Visit the webpage for updates:
<http://www.publichealth.pitt.edu/gideon-lecture>

D.C. ALUMNI EVENT WRAP UP

Friends and colleagues gathered in Washington, D.C., for a Pitt HPM alumni event on September 27, 2017, at Clyde’s of Gallery Place. Department Chair Mark Roberts updated the alumni on ongoing changes, successes, and initiatives, and attendees were able to meet fellow alumni in and around their community. Attendees included Deborah Backman (MPH ’16), Kush Banerjee (MHA ’15), MHA Program Director Kevin Broom, Kelly Delmore (MHA ’04), Alexandra Dulin (MPH ’16), Mark Faccenda (MHA ’05), Jenny Huang (MPH ’16), Kristin Lazzara (MHA/MBA ’95), Sally Caine Leathers (MS ’16), Alex Nason (MHA/MBA ’95), Chair Mark Roberts, Nikita Sharma (MHA ’16), and Associate Gifts Officer David Tye.





HPM ALUMNI ASSOCIATION WELCOMES NEW LEADERSHIP

THE HPM ALUMNI ASSOCIATION CONTINUES TO BUILD TREMENDOUS MOMENTUM WITH LEADERSHIP TRANSITION

On January 1, 2018, the department welcomed Amy Richards (MHA/MBA '02) as incoming HPM Alumni Association (HPMAA) president. She takes the baton from Michael Evans (MPH '80), who led the organization from 2014 to 2017. With this transition, the Association is renewing its pledge to grow and offer alumni new opportunities to build their networks, access unique educational and career-building events, and help others in the field.

A 1980 MPH graduate, Evans has held hospital consulting, management, and executive administrative positions in Southwestern Pennsylvania for several years. In 2017, he became managing principal and co-owner of Revenue Cycle Solutions, specializing in revenue enhancement for hospitals and physicians, as well as hospital merger and affiliation consultation. He remained active in the HPM department as an adjunct faculty member and taught the Marketing Health Services and Strategic Business Planning course in the fall.

One of Evans' many accomplishments was spearheading the initiative to launch a survey project to gauge alumni's interest in engaging with and supporting the Association. He did this in collaboration with Kevin Broom, who joined the department as vice chair for education and director of the MHA and MHA/MBA programs in the summer of 2017.

The Association, under Evans' leadership, made significant strides to build awareness among alumni of the department that their alma mater boasts one of the strongest health policy and management programs in the country.

A 2002 MBA/MHA graduate, Richards specializes in health care business analytics. She is director of data application and insights at Vizient, Inc. (formerly VHA), where she has worked for the past 15 years. She is a fellow in the American College of Healthcare Executives (ACHE) and has volunteered in numerous leadership positions for the local ACHE chapter and served as the ACHE Regent for Pennsylvania from 2014 to 2017.

As Richards begins her tenure, she plans to continue Evans' work to build the organization's support systems, among other priorities that include co-organizing the Dawn Gideon Lecture and Webcast (see story on page 15) and completing an assessment of results of the alumni interest survey. She also wants to continue the practice of requesting alumni donations in lieu of association dues, which will support students who want to attend professional association meetings but can't afford the travel and registration costs.

Both experienced health care professionals, Evans and Richards attest that involvement in HPMAA can have lifelong personal and professional impact. Networking opportunities, professional friendships, continuing education, and helping a student or recent graduate who is new to the field are only some of the facets of association engagement.

"It's a way of giving back and making sure that the program that helped you is sustainable," says Richards. "Alumni help the program. They can function as an early careerist mentor, as a connection to students who are in the program currently and want to understand what it's like to get out there and try to find a job, or what it's like to be in a job right out of grad school. There's a relatability there, especially between a student and early careerist."

HPMAA, which comprises just over 1,600 members, now has organizational bylaws and a three-year strategic plan. It assists the department with maintaining an alumni activities calendar and has re-established the annual alumni reunion—this year's took place at the American College of Healthcare Executives (ACHE) Annual Congress in Chicago, Illinois. Through the efforts of the HPM program administration, the association also has begun forming regional networks of alumni and holding receptions throughout the country.

Interested in getting involved or learning more about HPMAA and its programs? Contact Amy Richards via email at amy.richards@vizientinc.com.

OFFICERS

Amy Richards (MHA/MBA '02), president

Natalie Bulger (MHA '12), vice president

Kyle Bird (MHA '10), treasurer

Taru Gupta (MPH '17), secretary

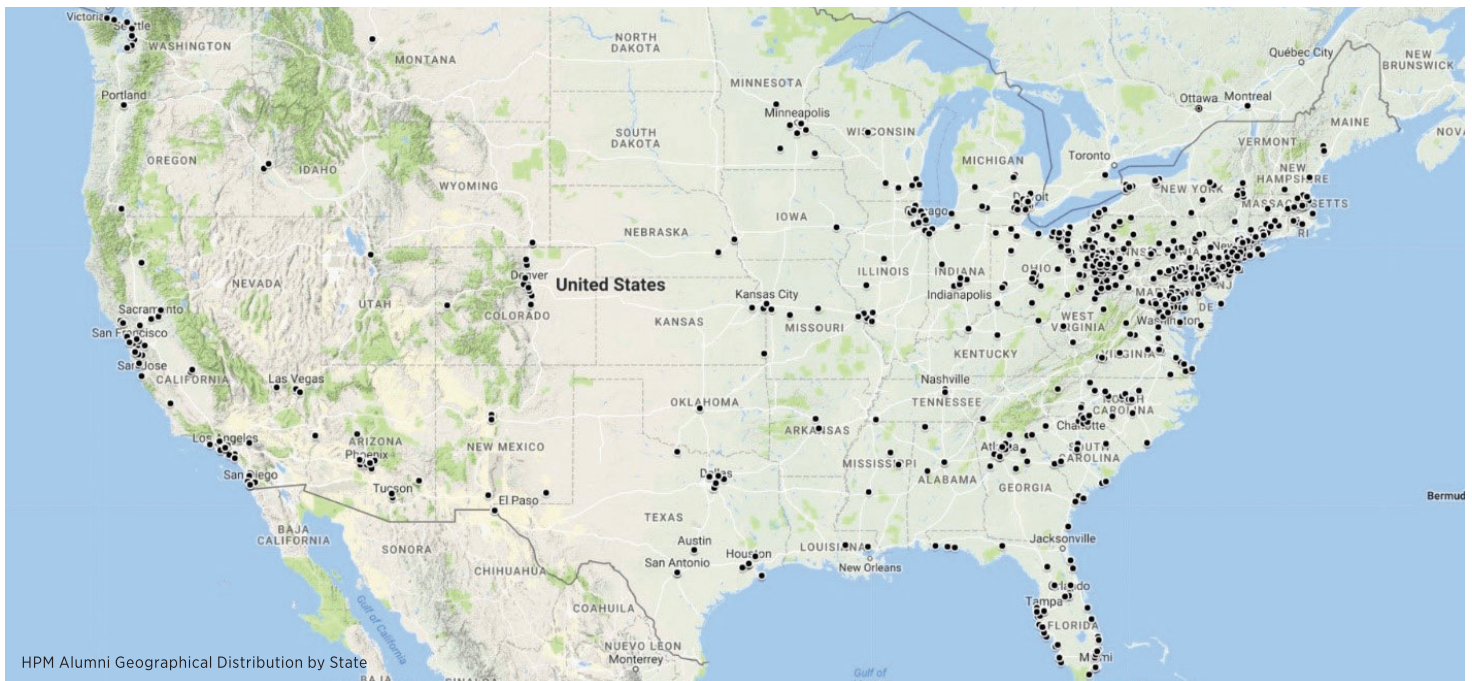
Halley Sonntag (MPH '18), president of the HPM Student

Michael Evans (MPH '80), past president

ALUMNI UPDATE

HPM's long-term vision is to have a strong partnership between the department and alumni, meaning alumni serve as an equal partner and help to shape the direction of the department while the department works to integrate their energy and insight across all our activities. Alumni will help to ensure the department stays attentive and responsive to industry needs and that our research and teaching activities remain relevant in an ever-changing health industry. This vision would involve alumni from across the country, with proximity to campus posing no obstacle.

To accomplish this, we are working together to build a formal alumni association (Health Policy and Management Alumni Association, or HPMAA) that has officers, a constitution, and by-laws. The groundwork for this already has been laid through the strong efforts of



Mike Evans and is now being expanded by Amy Richards, who has taken on the leadership challenge (see story, pages 16-17). HPMAA will maintain a database that, in addition to containing updated contact and career information, will enable the formation of regional alumni groups. Given the geographic distribution of our alumni network (see map), this approach can help alumni outside of the Pittsburgh area to collaborate in locales that are more convenient to them.

HPMAA also would track the ongoing professional development (i.e. continuing education) needs of alumni and would seek out creative ways the department can help to fill those needs. We would encourage alumni mentoring, not only of students, but also within the alumni population, where seasoned executives formally mentor recent graduates and mid-careerists.

With that vision being articulated, several initiatives have been designed to move us in that direction. We are holding alumni receptions—most outside the Pittsburgh area—as a means of finding and reconnecting with our alumni. Within the past eight months, we have held events in California; Washington, D.C.; Georgia; Pennsylvania; New York; Florida; and Texas. We also have events planned over the next four months in Illinois, Massachusetts, and Philadelphia. For the 2018-19 academic year, we are tentatively planning to hold fall events in the D.C./Baltimore, Maryland area; Cleveland, Ohio; and Pittsburgh, as well

as spring events in Chicago, Illinois; San Francisco, California; and possibly Tampa, Florida. We will keep everyone posted.

We recently conducted a survey of more than 700 people that gauged interest in participating across 20+ categories of activities where alumni interact with faculty, staff, students, and other alumni. HPMAA will take the lead on initiatives focusing on establishing a formal mentoring program, updating alumni information, determining continuing education needs, establishing networking events, and developing regional alumni groups. We will take the lead on integrating alumni into our strategic planning process, soliciting input on our competency model and curriculum, finding ways to integrate alumni into the curriculum, expanding residency or practicum opportunities, and developing student and alumni networking events. If you did not receive the survey and wish to provide input, please reach out to me directly at kevinbroom@pitt.edu. We are always looking for ways to engage alumni that are mutually meaningful.

More to follow as we continually look to strengthen our partnership with our great alumni!

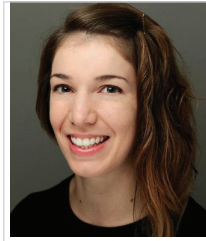
Kevin Broom

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

ALUMNI PROFILES

JOHANNA BELLON (PHD '15)

serves as senior director of quality analytics and performance at the UPMC Wolff Center, a corporate department focused on quality improvement. She leads four teams that support quality data infrastructure, analytics, reporting, and optimizing performance in payer and government quality programs for hospitals and physicians. While at Pitt, Bellon worked with Professor Everett James, helping him to revitalize the Health Policy Institute. A highlight for her was helping host nearly a thousand international delegates at All Together Better Health VII, a conference focused on interprofessional practice and education that brought together thought leaders from around the world and spotlighted the work and research happening across Pitt and UPMC. "The network of excellent researchers and health care practitioners that I met and worked with while at Pitt provided the opportunities for me to be successful in my PhD work and as I transitioned into my role at UPMC," she said. Bellon hopes to continue to advance quality improvement programs that are in very early stages, such as developing Centers of Excellence, creating Accountable Care Organizations, and systematizing methods to evaluate surgeon skills. In addition, her love for research, teaching, and mentoring has only grown since leaving Pitt, and she makes sure that she stays involved in these activities.



TRI LE (PHD '15)

has been hired at RTI International as a research public health analyst in the Quality Measurement and Health Policy program. Le is the lead analyst for the Long-Term Care Hospital (LTCH) Quality Reporting Program in the Centers for Medicare and Medicaid Services and is also involved in work in other settings, such as inpatient rehabilitation facilities and skilled nursing facilities. Le's work directly affects policy and decision-making, federal regulations, and stakeholders, such as health care providers, patients, and caretakers. He says Pitt taught him how to successfully teach, mentor junior colleagues, and break down complex concepts for others. Additionally, Le credits his success to his mentor's network and recommends networking as the most effective path to a successful career. Long term, Le hopes to be able to bid on and win major contracts from the federal government and other organizations in the health services research and policy domain.



CARROLINE LOBO (PHD '17)

graduated from the Department of Health Policy and Management with a doctoral degree in health services research and policy in 2017. Her dissertation was titled "Prescription Opioid Epidemic in Pennsylvania: Lessons from Medicare and Medicaid." This past December, she joined Cepheid, a Silicon Valley biomolecular diagnostics company, where she will be reporting to the vice president of government affairs and providing expert analytical support to the company's Government Affairs division for market access and reimbursement-related decisions. As a doctoral student, Lobo was able to work with renowned experts in the field of opioid addiction and overdose for her dissertation, including her mentor, Julie Donohue, and academicians from other institutions. Donohue worked closely with Lobo and opened opportunities for collaboration with these experts on projects that provide an evidence-based foundation for health policies focused on the prescription opioid epidemic in Pennsylvania. Lobo is an ad-hoc reviewer for journals, including the Journal of Managed Care Specialty and Pharmacy and the American Journal of Managed Care. Through her ongoing collaborations and services, she hopes to continue contributing to the field of health services research.



NATALIE BULGER (MHA '12)

was named one of Pittsburgh Magazine and PUMP's 40 Under 40 award winners for 2017. She earned this award for her work with the Children's Institute of Pittsburgh, where she was director of compliance, risk, and regulatory. She recently became a health systems specialist and compliance officer for VA Healthcare-VISN 4 in Pittsburgh. Bulger began her career at the Children's Institute as an administrative resident while earning her MHA and moved quickly through the ranks, allowing her to earn the Fellow of the American College of Healthcare Executives (FACHE) credential. She has represented Pitt Public Health as an alumni ambassador for the last two, participated in guest lectures and an alumni panel, and spoke to the Career Development Society. She also serves on the Alumni Relations Committee and is vice president of the HPM Alumni Association. In addition to her involvement with Pitt, Bulger serves as president of ACHE of Western PA, where she guides education, networking, and advancement for more than 400 members in the western Pennsylvania region.





University of Pittsburgh

Graduate School of Public Health
Department of Health Policy and Management

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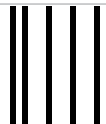
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Students enrolled in the Health Care Systems Engineering Certificate. (Standing L-R): Melina Mermigas (MPH '18), Tanya Bahl (MHA '18), John Cordier (MHA/MBA '18), Barry Ross and Swati Bhosale (MHA'18) (Seated): Jennifer Longo (MHA '18) and Fletcher, Service Dog

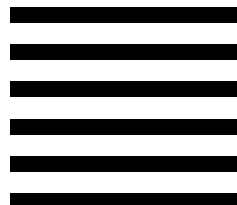
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