



THE UNIVERSITY OF IOWA COLLEGE OF PUBLIC HEALTH

Department of Health Management & Policy Newsletter

Winter 2014



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Keith Mueller, PhD
Gerhard Hartman Professor
and Head, Department of
Health Management and
Policy

Letter from the Department Head

We are making significant progress implementing the long range goals of our strategic plan. A new Executive MHA program has been approved and will begin with its first cohort in September, 2014.

A new MS in Health Policy has been proposed and is working its way through the approval process, with a targeted start date of August, 2014. We redesigned the health policy track in the MPH program to streamline the course requirements, bringing the total credit hours in alignment with the other tracks in the MPH program. Policy students will have two pathways to choose from, one that is focused on policy analysis research (the MS) and one that is focused on general knowledge of the policy process that enhances work in public health (MPH).

Four new PhD students began their studies in August, 2013 under the new program with its foci in three areas (health economics, health policy, and health management and organization); one student in each area with a second one in health policy.

We continue to refine the MHA program, including developing more

meaningful specific competencies that prepare our students for successful careers.

Changes in graduate programs are creating more opportunities for alumni engagement in department activities. Our students in the Master's programs are learning a great deal from alumni mentors in one-on-one relationships they establish and nourish. Alumni have also been very helpful in working through changes in the programs that assure our graduates have the skills and experiences necessary to step into important roles in their new organizations when they leave here.

Given the rapidly changing environment in health policy, finance, organization and delivery, alumni are extraordinarily valuable as they share their experiences and challenge students to be prepared to lead (not blindly follow) change. We very much appreciate the commitment of our alumni to the graduate programs of the department and the professional development of our students. As we continue to grow there will be more opportunities for alumni engagement!

Keith J. Mueller

Keep us updated!

We're constantly updating our department's Alumni Directory and we want to make sure that your information is correct. If you think that your contact information has changed, please visit our website and complete the "[Update Your Info](#)" form.

Message from the Alumni Board

Happy New Year from the HMP Alumni Board! I hope 2014 brings you all much personal happiness and professional success.

As always seems to be the case, the HMP program is as busy as ever. Students are actively pursuing summer internships and job/fellowships applications are flying out of the email boxes. My hope is that many of these applications are being sent to you! If not, please remember the importance of mentoring our new graduates and contact Jean Sheeley (jean-sheeley@uiowa.edu) to sponsor an intern or fellow today!

Again, in an attempt to continue our alumnus engagement, please mark your calendar for the following events:

UI HMP Alumni Reception @ the 2014 ACHE Congress

Date: Tuesday, March 25, 2014

Time: 6:00-7:30 p.m.

Location: Comiskey Room, Hyatt Regency Chicago

UI HMP Annual Alumni Symposium

Dates: Thursday, October 30 and Friday, October 31, 2014

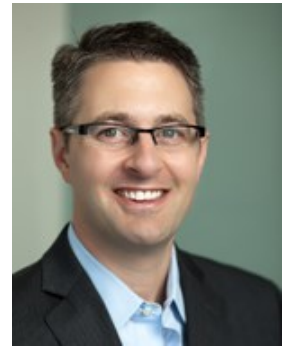
Location: Iowa City Sheraton

*The HMP Alumni Reception to be held at Kinnick Stadium on October 30th from 5:00-7:00 pm

Over the next two years as your alumni board President it is my hope to continue the great tradition of alumni involvement. Please help me in ensuring the success of our future generation of healthcare leaders.

Go Hawks!

Chris Klitgaard



Chris Klitgaard
President, MediRev

Save the Date

ISAHL Golf Tournament

September 12, 2014

Location: TBD

The 36th Annual Iowa Healthcare Executive Symposium

October 30-31, 2014

Location: University of Iowa College of Public Health / Sheraton Iowa City Hotel



Thomas E. Vaughn, PhD
Director of MHA Program

MHA Program Update

Greetings!

We just finished another fall semester during which we welcomed 23 new MHA students. The entering class is very impressive so far, seeking out opportunities to gain exposure to the field and engaging with alumni both during the semester and over the semester break.

This year's Des Moines trip included several panel discussions with alumni in different types of organizations about the changes in health care delivery our graduates will be experiencing over the next few years. The second year students

benefitted from a very successful Witt/Kieffer symposium in September. Once again, Karen Otto (Senior Partner) and Jim King (Senior Partner and Chief Quality Officer) generously donated their time and insights to developing our students' interviewing capabilities. In addition, a number of alumni participated in mock interviews and in panel discussions regarding how to be successful at the beginning of one's career.

The last two years, we have engaged in a case competition hosted by the University of Kansas program. This year we sent both a first year and a second year team to the competition. Our second-year team, consisting of MBA/ MHA students Nick Howald, Phil Wirtjes, and Adam Price were the overall winners of the case competition.

We made a few changes to our curriculum this year. As you may recall, the accrediting agency for the College of Public Health, the Council on Education for Public Health, changed their accreditation standards so that MHA programs are no longer required to have their students take biostatistics or epidemiology. Accordingly, we have

developed our own Analytics for Healthcare Management course based in part on the Business Analytics course offered by the Tippie College of Business but using data and examples that are relevant to health care. Dan Shane is teaching the course this semester. We are also creating a Managerial Epidemiology course based on feedback we received from some alumni regarding how they use epidemiological and population health data for their strategic planning. Ian Montgomery, our Executive in Residence and the instructor for our Professional Development Seminar (the replacement for the Executive Seminar) also invited several alumni to present case studies in the course. All were well received.

The College of Public Health, under the guidance of Tanya Uden-Holman, Associate Dean for Education and Student Affairs, has taken the lead in developing an Interprofessional Education program in which all of the Health Science Colleges participate. The Fall kickoff session involved over 500 students in the Iowa Memorial Union discussing the affordable care act as well as sharing the roles that they expect to take on as healthcare professionals when they've completed their education. Over the course of the semester students were assigned to interprofessional groups of about seven or eight students to discuss a specific clinical case example. These discussions will continue through the Spring semester.

As always, I want to thank all the alumni who support the program as guest lecturers, panelists, mentors, internship and fellowship preceptors, and donors. We are greatly appreciative of all you contribute. Please let us know how we can continue to be one of the premier MHA programs and how we can produce the next generation of great health care executives.

Keep us posted on your career moves and achievements.

Tom



Brian Kaskie, PhD
Director of MPH in
Policy Program

MPH Program Update

Hello from the MPH Program in Policy!

The future is now....It's March 2014 and health reform is off and running! Whether it is here to stay, will be wiped away, or evolve into something utterly unexpected, our students will be prepared. This past semester marks the first time in the history of the Department of Health Management and Policy that all students have been expected to complete at least three hours of coursework in health policy.

This past semester also ushered in a new course called *Contemporary Issues in Health Policy* taught by Chris Atchison. As you know, Chris is one of our nation's outstanding leaders in public health policy, and in the past few years, he has been leading our state through uncharted territory that involves health reform generally and mental health reform in particular. The wealth of knowledge and experience he brings to class discussions helps our students gain broad perspective on relevant policy issues. The Issues course features policy experts who have been invited to come provide their "real world" perspectives about emerging issues. This past semester students met and engaged with Senator Joe Bolckom, Dr. Claudia Beverly of the Hartford Center of Geriatric Nursing Excellence, and Dr. Charles Bruner of the Child and Family Policy Center, to name a few.

This past fall students also got a chance to interact with policy makers at the sixth annual Rebalancing Health Care in the Heartland conference convened by the University of Iowa Health Sciences Policy Council. Stakeholders from all across the board including state agencies like the Iowa Medicaid Enterprise, legislators, payer and provider representatives, and local business leaders participated in the Rebalancing conference sharing ideas and insights and exposing student attendees to emerging challenges and problem-solving approaches as reform kicks into gear.

In other program news, we officially kicked off the "new and improved" Master's Degree in Public Health—Policy sub-track. The goal of the program is to prepare highly-qualified graduates for government relations careers in advocacy organizations, consulting firms, government agencies, private, non-profit, and other organizations explicitly involved with health policy.

As a complement to the MPH degree, we also are pleased to announce that we have received approval from the Provost to create a new degree program: the Master of Science (MS) Degree in Health Policy. This new degree program will provide students with content knowledge and methodological skills pertaining to the practice of health policy analysis. Pending approval from the Board of Regents, we are hopeful to begin the program in the Fall of 2014.

The new year marks an exciting time in health policy and our students are eager to be a part of it!

Brian

2013 Post-Graduate Placements

- Alison Amendola – University of Iowa Hospitals and Clinics, Iowa City, IA
- Carol Ayangbile – Northwestern Memorial Hospital, Chicago, IL
- Megan Browning – Kansas City VA Medical Center, Kansas City, MO
- Tim Chwirka – St. Luke’s Hospital, Unity Point Health, Cedar Rapids, IA
- Derek Daly – Sanford Health, Sioux Falls, SD
- Justin Dedecker – Clement J Zablocki VA Medical Center, Milwaukee, WI
- Anthony Eves – Kaiser Permanente, San Diego, CA
- Brittany Fett – Mercy Medical Center – North Iowa, Trinity Health System, Mason City, IA
- Bryan Garter – Unity Point Health - Trinity, Rock Island, IL
- Anna Grinter – Northeast Missouri Area Health Education Center, Kirksville, MO
- John Heinemann – Summit Medical Center, TriStar Health System, Hermitage, TN
- Alexander Hill – University of Pittsburgh Medical Center, Pittsburgh, PA
- Will Holets – HCA Midwest Division, Kansas City, MO
- Lucas Johnson – Humana Inc., Louisville, KY
- Robert Michael Johnson – WellStar Health System, Atlanta, GA
- Levi Kannedy – University of Iowa Hospitals and Clinics, Iowa City, IA
- Andrew Koons – Studer Group, Pensacola, FL
- Riley Lehman – University of California San Francisco Medical Center, San Francisco, CA
- Danielle Lentsch – Mercy Medical Center, Trinity Health System, Sioux City, IA
- Russell Leslie – Iowa City VA Medical Center, Iowa City, IA
- Larissa Luckel – Kaiser Permanente, Pasadena, CA
- Cory Mead – Research Medical Center, HCA Midwest Health, Kansas City, MO
- Samuel Neiswender – Mayo Clinic, Rochester, MN
- Tyler Peterson – Austin Regional Clinic, Austin, TX
- Jennifer Poppen – Avera Sacred Heart, Avera, Yankton, SD
- Varun Reddy – CareFirst Blue Cross Blue Shield, Baltimore, MD
- Nicolas Rusher – Children’s Mercy Hospitals and Clinics, Kansas City, MO
- Elizabeth Schnadt – William Beaumont Hospital, Beaumont Health System, Royal Oak, MI
- Kristen Siegler – Alegent Creighton Health, Omaha, NE
- Meghan Sievertsen Miller – University of Iowa Hospitals and Clinics, Iowa City, IA
- Karly Wallace – Mayo Clinic Health System, Eau Claire, WI
- David Whelan – Beth Israel Deaconess Medical Center, Boston, MA

Stay connected with the program through our social media platforms!



LinkedIn Group:
University of Iowa MHA



facebook.com/
UniversityofIowaHMP



@uiowahmp



hmpstudentblog.
blogspot.com

2013 Healthcare Symposium

On October 24 and 25 The Department of Health Management and Policy hosted the 35th Annual Iowa Healthcare Executive Symposium. During the two-day event, faculty, students, staff, alumni, and area healthcare executives came together to discuss several perspectives on healthcare transformation.

During the first day, several alum of the program, including Julie Manas, '85, Sean O'Grady, '93, Emily O'Banion, '00, and Jessica Aguilar, '08, participated in a panel where they shared perspectives on mapping out early career development. The day ended with receptions at the Kinnick Stadium Press Box and One-Twenty-six.

The second day, Paul H. Keckley, PhD, Executive Director at Deloitte Center for Health Solutions shared his vision for the future of healthcare delivery. Shawn Martin, Vice President of Advocacy and Practice Advancement at American Academy of Family Physicians spoke about the intersection of public policy and healthcare transformation. Finally, Richard Breon, '80, MA, President and Chief Executive Officer of Spectrum Health spoke from the perspective of an organization at the forefront of healthcare change. Student scholarships were also announced and Chris Klitgaard, '99, was recognized as the President-Elect of the Alumni Board.



TOP LEFT TO RIGHT: Paul Keckley sharing his vision for the future of healthcare delivery; attendees enjoying symposium speakers and the silent auction. MIDDLE LEFT TO RIGHT: Tina Freese-Decker, '02 and Pallavi Yadav; Shawn Martin speaking to attendees about healthcare transformation; Emily O'Banion, '00, and Jessica Aguilar, '08, sharing opinions during the panel focused on early career mapping. BOTTOM LEFT TO RIGHT: Rick Breon sharing information on Spectrum's approach to healthcare change; Tim Ahlers, '05, Philip Blumberg, '04, and Brian Kaskie; Chris Klitgaard, '99, speaking during the alumni reception at the Kinnick Press Box.

2013—2014 Scholarships

Alumni Scholarships

- **Mary Kay and Stephen Corbeil Scholarship**
Jared Leshner
- **Adrienne Astolfi Eddins Health Management Scholarship**
Stephanie Kraft Sheley
- **First Year Alumni Tuition Scholarship**
Lance Clark and Luke Nelson
- **Second Year Alumni Tuition Scholarship**
Paige Wallace and Alisa Strohbahn
- **State of Iowa Scholarship**
Heather Gray
- **John and Wendy Boardman/Amenity Foundation Exceeding Expectation (E²) Scholarship**
Katie Westfall
- **Peg and Richard Breon Scholarship**
Chelsea Cooling
- **David T. Clapsaddle Memorial Scholarship**
Alisa Strohbahn
- **Charles R. Linden Health Management Scholarship**
Jeremy Murdock
- **Ian and Lori Montgomery Medical Group Scholarship**
Alyssa Pennington
- **Marilyn and Lawrence Prybil Scholarship**
Adam Price



TOP TO BOTTOM: Ian Montgomery, '79, and Alyssa Pennington; Steve Corbeil, '88, and Jared Leshner; Todd Linden, '87, and Jeremy Murdock.

Orientation Week 2013

In a brief span of five days, not even the sweltering heat could keep the 24 first-years from establishing new-found friendships and class cohesiveness. The class of 2015 kicked off the fall semester with Orientation week, which was filled with various activities and events.

Dr. Vaughn, Professor and Director of the MHA Program, along with Ian Montgomery, Clinical Associate Professor and Executive in Residence, began the semester with the opening convocation. Students became familiar with the introductions that included name, hometown, education, and an interesting fact. However, it wasn't until the outdoor ropes course that students began to step out of business professional attire into a more relaxed and inviting setting. The students enjoyed each others' company as they illustrated

determination, enthusiasm, and collaboration. Students agreed the UI Adventure Challenge Course, group picnic, and the kickball tournament were the highlights of the week and was the beginning of class camaraderie.

Orientation week was the start of many memories to come for the first year class; but most importantly, it showed how thoroughly excited everyone is to be a part of the Iowa Health Management & Policy program. At the end of the memorable week, it was evident that the students were all here for the same reasons: to become professionals and develop into exceptional healthcare leaders. The Class of 2015 is filled with determined and motivated individuals who are on a path towards continued growth and success with the help of classmates, professors, and healthcare professionals.



The first-year class at the University of Iowa High Adventure Challenge Course

Speed Networking

The 2013 speed-networking event was held on September 19th, when more than twenty alumni traveled back to Iowa City to spend time with the first-year class.

Before the event started, Eric Mooss, '04, Chris Evans, '08, and Todd Defreese, '09, shared personal stories that illustrated the importance of networking and answered questions, helping to set the tone for a productive evening.

Students then traveled to Brown Deer Golf Course and the networking began. Students met alumni from all over the country, learning from their experiences in the program and workforce. Students reported receiving helpful advice and honest feedback from established professionals.

The first-year class wants to thank everyone that helped make this event possible – especially all of the alumni that contributed.



First-years Heather Gray, Evelyn Perry, Lauren Wong, and Michael Baca

Witt/Kieffer Career Seminar

In late September, second and third-year MHA and MPH in Policy students attended a career seminar provided jointly by the HMP department and Witt-Kieffer, an executive search firm, aimed at preparing students for upcoming fellowship interviews.

During the first day of the seminar, Aaron DeBoer, '03, presented on his lessons from interviewing and being interviewed. Next, students asked questions to an alum panel about factors for success in fellowships and first employment. To end the day, David Olson, '86, presented tips for succeeding in phone interviews. Students then broke into groups and the alumni conducted mock phone interviews with the students.

The second day began with an alumni panel during which students asked about maintaining work-life balance while simultaneously mapping their careers. Later, students were presented with tips for succeeding at in-person interviews. Students and alumni then broke into new groups and conducted mock in-person interviews. Students were again given feedback from alumni and classmates.

The department would like to thank Karen Otto and James U King, III, both Senior Vice Presidents at Witt Kieffer, for their help planning and their involvement in the seminar. We would also like to thank the program alumni who helped with the success of the day: Mark Brown '05, Justin Brueck, '10, Aaron DeBoer, '03, Molly Flynn, '06, Ian Montgomery, '79, Annie Obrecht, '09, David Olson, '86, Elly Steffen, '01, Rebecca Wieczorek, '99, and Carly Woythaler Runestad, '04.



TOP TO BOTTOM: A group of students sharing interview feedback with each other; Aaron DeBoer, '03, Carly Woythaler-Runestad, '04, and Mark Brown, '05.

First-Year Trip to Des Moines

On November 14, the first-year HMP class traveled to Des Moines to learn about healthcare from Central Iowa healthcare executives. The speakers shared information about their organizations, their personal career paths, and the healthcare field.

The day started with speakers from two leading organizations in the Des Moines area, Unity Point Health System and Mercy Medical Center. Bill Leaver, the President and CEO of Unity Point Health System, spoke about the future of healthcare and what it takes to be successful in the field. His message shared key points about achieving success in healthcare. He shared that to be successful, a person must be willing to take risks, to “think big” and look beyond the hospital, and be able to demonstrate their ability to change problems into success stories.

Following Mr. Leaver’s speech, David Stark, ‘96, and Tom Mulrooney, ‘05, hosted a question and answer session. David and Tom answered questions about situations they have encountered in their careers, creating resumes, and work/life balance. A presentation by Joe LeValley, Senior Vice President of Planning and Advocacy at Mercy Medical Center and lunch with alumni rounded out the morning’s activities. The students enjoyed hearing about what Mercy Medical Center offers their patients and their employees, as well as conversing with alumni over lunch and learning about their career experiences.

In the afternoon, students had the opportunity to put their knowledge to the test. Based upon what the students learned from the day’s speakers, they were tasked with creating a memo that described the current healthcare system and what the future of healthcare looks like. Each group presented their memo to the “CEO,” who was new to the healthcare field. This challenged the groups to create a memo that could provide a person without any prior healthcare knowledge a complete understanding of the industry.

Other afternoon activities included presentations from alumni working at Wellmark Blue Cross and Blue Shield and two physician group practices. The day in Des Moines concluded with an alumni panel and reception. The alumni panel provided insights about internships and fellowships, the importance of creating a self-brand, and how the MHA program prepared them for their healthcare careers.

The department would like to thank Tim Ahlers, ‘05, Phil Blumberg, ‘04, Bobbi Buckner Bentz, ‘04, Bill Coddington, ‘02, Adnan Fazal, ‘09, Carey Gehl Supple, ‘07, Jim Fitzpatrick, ‘87, Bill Leaver, Kent Lehr, ‘09, Joe LeValley, Jessie McInroy, ‘07, Paige Moore, ‘10, Tom Mulrooney, ‘05, Ellen Myers, ‘07, Jill Polson, ‘11, David Stark, ‘96, and Jenni Talbott, ‘04.



TOP TO BOTTOM: David Stark and Tom Mulrooney; Bill Leaver; Joe LeValley.

IS AHL Continues its Success in New School Year

The Iowa Student Association of Healthcare Leaders (IS AHL) has had a very successful and productive 2013-2014 school year. In August we were pleased to welcome more than 50 members, including Matt Belanger and Lauren Wong who were elected by first-year members to serve on the executive board as representatives of the first-year class.

More than 70 students, faculty, executives, and alumni participated in the IS AHL annual golf outing on September 20, 2013 at Finkbine Golf Course. We are incredibly thankful for the generosity and support shown by the participants and sponsors of the event. During the annual Iowa Healthcare Executive Symposium in October, IS AHL held a Department of Health Management and Policy apparel sale as well as hosted our very first silent auction throughout the Symposium event. Auction items included a football signed by Iowa Hawkeyes football head coach, Kirk Ferentz, and an original painting by Dr. Samuel Levey that was graciously donated to IS AHL. With the money raised from the annual golf outing, the apparel sale, and the silent auction, IS AHL will be able to support our student members in attending ACHE Congress in Chicago this March by covering the cost of hotel accommodations and assisting in registration expenses.

IS AHL remains committed to its objectives of professional development, civic responsibility, and social engagement. During the fall semester, the executive team organized a significant number of opportunities for members to enhance their careers, encourage involvement, and promote community service, including:

- A presentation from ACHE Regent for Iowa: David Stark, FACHE
- Mock phone interviews with healthcare leaders
- Attending a Cedar Rapids Kernels baseball game
- Bowling night
- Thanksgiving potluck
- Volunteering with the Iowa City Habitat for Humanity and Ronald McDonald House
- Participation in a canned food drive for the local food pantry
- Caroling at the University of Iowa Hospitals and Clinics during the holiday season

This year the executive board was tasked with transitioning IS AHL to an official student organization through the University of Iowa Executive Council of Graduate and Professional Students. As of December 2013, IS AHL is officially recognized as a student organization through the University. IS AHL will now have the resources necessary to efficiently operate as a student organization, including the capability to provide donors of more than \$250 the necessary information for income tax write-off. We are thrilled to share this news and believe this transition will help to ensure the future success of the organization as a whole.

In February we held the 2014-2015 IS AHL officer elections. Please join me in congratulating the newly elected officers. This year's executive team looks forward to working with the new executive board over the remaining months of the spring semester as they transition into their positions.

Finally, I would like to sincerely thank my fellow 2013-2014 executive board members: Jeremy Murdock, Phil Wirtjes, Alyssa Pennington, Erin Moen, Matt Belanger, and Lauren Wong. Their hard work, dedication, creativity, enthusiasm, and support were the foundation to our accomplishments this year. I am grateful for the opportunity to have been a part of such an outstanding team.

Kindest regards,

Claire Watkins, 2013-2014 IS AHL President

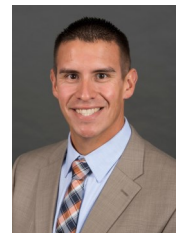
Congratulations to the 2014 –2015 IS AHL Officers!



Matt Belanger,
President



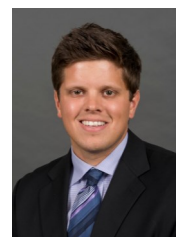
Lauren Wong, VP of
Professional Development



Jared Leshner,
VP of Finance



Heather Gray, VP of
Civic Responsibility



Alex Miller, VP of
Social Engagement

PhD Program Redesigns Doctoral Curriculum



Marcia Ward, PhD

Our doctoral program was established in 1950 as the first of its kind in a department of health management and policy. Since then it has evolved into one of the top programs in health services and policy aimed at training future leaders in health services research. Over the past year, we redesigned our doctoral program curriculum to meet a comprehensive set of competencies. The PhD course work includes a well-balanced mix of theoretical and empirical courses on core health services topics and analytical methodology. In addition to taking core courses, one of three competencies requires doctoral students to master discipline-based training. To meet this competency, faculty depth and breadth were examined and three focus areas for providing discipline-based training were identified: Health Economics, Health Policy, and Health Management and Organization. For the revamped curriculum, students take advanced courses in their chosen focus area so that their training is firmly rooted in one of the three core health services research disciplines – economics, political science, or management. This discipline-based training expands our students’ opportunities to seek and build distinguished careers. Description of each Focus Area are provided below.

Health Economics Focus Area

The Health Economics Focus Area provides students with in-depth training in economic theory and its applications to health and health care. Students will acquire advanced theoretical knowledge and state-of-the-art analytical and econometric skills to build outstanding careers as health economists in academic departments, research organizations, and health care industries. The Health Economics Focus Area provides comprehensive course work that covers all main areas within health and health care economics including: demand for health and health care, economic determinants and consequences of health behaviors, health insurance, economic organization of health care markets, impact of government policy and regulation, econometric methods, and economic evaluation methods.

Health Policy Focus Area

The Health Policy Focus Area prepares students to undertake health services and policy research to improve the care and management of illness and disability and to contribute meaningfully to enhancing individual and community health outcomes. Students who enroll in the Health Policy Focus Area will complete coursework in the basic disciplines that contribute to the fields of public and social policy (e.g., law, political science and public affairs), as well as the structure and organization of health policy making in the United States in order to develop the skills necessary to conduct health services and policy research. Students pursuing the Health Policy Focus Area will study the formation and implementation of health policies; the effect of health policies on the organization, financing and delivery of health services; the effect of health policies on access to, use of, and costs of health services; and approaches to improve access and effectiveness of care for vulnerable populations. Students who complete the Health Policy Focus Area will be prepared for employment in academic research institutions, policy organizations, and governmental agencies and departments.

Health Management and Organization Focus Area

The Health Management and Organization (HMO) Focus Area prepares students to conduct research on organizational, strategic, and operational issues that confront health institutions and systems. Health care applications of the theories, concepts, and models from the fields of organizational theory (macro), organizational behavior (micro), strategic management, and operations management are emphasized. Students in the HMO Focus Area may conduct research on topics such as effectiveness of health care organizations, improving the organization and management of health delivery processes, measuring performance and productivity of health care organizations, examining the relative influence of mission, culture, and financial incentives in hospitals and health organizations, and management of professional groups. Graduates of the HMO Focus Area should find employment in academic and research organizations, integrated delivery systems, and governmental units that are interested in the impact of organizational structures and managerial practices on performance.

Trends and Variation in Observation Care at VA Hospitals



Brad Wright, PhD and Padmaja Ayyagari, PhD



Over the last decade, observation care—a hospital-based outpatient service used to evaluate and treat acutely ill patients for extended periods—has become an increasingly common, but controversial, alternative to full hospitalization. Proponents argue that observation care represents an alternative to short-stay hospitalization (≤ 48 hours) and a net cost savings to the health care system, while critics argue that observation care shifts the cost burden of expensive inpatient care onto patients, and may compromise the quality of care. There is also significant variation in observation care use—including racial and geographic disparities—and it is unclear both what drives these disparities and whether observation care results in better or worse patient-centered outcomes than short-stay hospitalizations. The topic of observation care is receiving considerable attention among the Medicare population, but has not been widely studied in VA hospitals. While there are considerable differences in payment policy that distinguish the two contexts, Veterans are subject to higher copayments for inpatient admissions versus outpatient observation stays, which has financial implications for both individuals and hospitals. Thus, the overall objective of this project is to document trends in the use of observation care at VA hospitals, understand the causes of geographic (ie, rural) disparities in the use of observation care among Veterans, and examine the implications of these disparities for patient-centered outcomes.

FQHC Availability and Variation in VA Outpatient Care

Brad Wright, PhD - Veterans have a variety of federally-funded primary care clinic options available to them. Both VA outpatient clinics (OPCs) and Community Based Outpatient Clinics (CBOCs) operate in areas with and without federally qualified health centers (FQHCs) in both urban and rural areas. However, little is known about how Veterans utilize these facilities, how the availability of an FQHC may lead to variation in Veterans' use of OPCs and CBOCs, and how this relationship may differ depending on rurality and other factors. The objective of the proposed project is to understand how Veterans utilize a variety of federally-funded outpatient primary care clinics and how this utilization varies as a function of both the options available to them as well as geographic and patient characteristics

Dan Shane wins College of Public Health New Faculty Research Award



Dan Shane, PhD

Congratulations to assistant professor of health management and policy Dan Shane for being awarded one of two 2014 College of Public Health New Faculty Research Awards.

Shane's research will look at "Temporary Disruptions in Health Insurance and Emergency Department Utilization." This project will investigate the impact of temporary gaps in health insurance coverage (such as following a job loss) on individuals' visits to hospital emergency departments. Shane will examine whether temporary disruptions result in differing patterns of emergency department utilization as compared to continuously uninsured individuals and continuously insured individuals. The investigators will also classify emergency department contacts into emergency and nonemergency visits to further characterize the effect of temporary versus continuous lack of health insurance coverage.

Findings from the pilot study will inform future studies that evaluate whether temporary gaps in insurance are more relevant in certain geographic areas and whether other measures of utilization, such as inpatient stays, are equally affected. Shane's research will be funded for one year by the College of Public Health in the amount of \$10,000.

HMP Department Welcomes PhD Students



Min Jee Lee



Nabil Natafqi

The HMP Department would like to welcome Min Jee Lee, Nabil Natafqi, Matthew Nattinger, and Patience Ugwi, this year's incoming students into the PhD in Health Services and Policy program.

Lee holds a Bachelor of Public Health from Yonsei University in Wonju, Korea and a Master of Public Health from Yonsei University – Seoul, Korea. She is also currently pursuing a Ph.D. at the Yonsei University Graduate School of Public Health.

Natafqi holds a Bachelor of Science in Medical Laboratory Technology and a Master of Public Health focused in Health Management and Policy from American University of Beirut in Beirut, Lebanon.

Nattinger holds a Bachelor of Arts in Economics from Beloit College in Beloit, WI. He is also currently pursuing a Ph.D. in Pharmaceutical Socioeconomics at The University of Iowa.

Ugwi holds a Bachelor of Medicine and a Bachelor of Surgery from the University of Benin in Benin, Nigeria. She also has a Master in Public Health in Health Policy and Management from the Harvard School of Public Health in Boston, MA.



Matthew Nattinger



Patience Ugwi



Current students Matt Belanger and T.K. Everett with Adam Scherling, '12, and Steve Slessor, '08, at the 2013 ISAHL Golf Tournament



Current students Dominica Curtis, Shawn Zierke, Jessica Larson, Katherine Read, and Chris Stamy at the Rebalancing Health Care in the Heartland Conference

MHA/MBA Second-year Students win Case Competition

Congratulations to current second-year MHA/MBA students Nick Howald, Adam Price, and Phil Wirtjes for winning the University of Kansas Regional Case Competition held in November!



New Executive MHA degree for working professionals

From The University of Iowa College of Public Health Office of Communications and External Relations



Ian Montgomery
Direct, EMHA Program

The University of Iowa College of Public Health announced in late December the establishment of a new Executive Master of Health Administration (EMHA) degree program. The EMHA, based in the Department of Health Management and Policy, is designed to provide working professionals with advanced knowledge and skills to lead health care organizations.

“Our country’s health care system is in a massive state of change,” says Sue Curry, dean of the College of Public Health. “Today’s mid-career health care professionals must be prepared to meet the challenges of a complex environment, and the EMHA provides the tools needed to do so without leaving one’s career track.”

Beginning enrollment in the fall of 2014, students can earn the EMHA over 24 months, totaling 45 course credits from 17 courses. The EMHA will focus on four core content domains: general administration, health care administration, population health, and interprofessional management. Each class teaches key concepts from one or more of the four domains, then students will work in interprofessional teams to apply them via

case studies and other realistic projects.

“The EMHA delivers the same degree and core content as our 60-year-old, highly ranked MHA degree,” says Keith Mueller, head of the Department of Health Management and Policy. “We’ll deliver it in a way that allows experienced professionals to stay on the job while positioning themselves to be effective health care administrators.” The EMHA is a subprogram of the UI’s traditional MHA, which is nationally accredited by the Commission on the Accreditation of Healthcare Management Education and the Council on Education for Public Health.

Courses will initially be offered evenings and one at a time on the University of Iowa campus while distance learning infrastructure is developed. Teachers for each class are teams of an academic professor and a practicing executive, each carefully chosen to teach students who are experienced professionals in other fields.

“Health care reform is changing service delivery and financing from focusing on illness and injury to instead managing financial risk for the overall health of defined populations,” notes Ian Montgomery, a clinical associate professor of health management and policy who oversees the EMHA. “Organizational effectiveness will therefore require leaders who are skilled in administration, but also in clinical processes and interprofessional team management. The EMHA is designed to provide this and more.”

Ian added, “Alumni of the department were instrumental in making this new program a reality. All alumni for whom we have email addresses were surveyed for their thoughts in late 2012, and one-third quickly responded. Over 85% of alumni respondents were favorable to a new UI EMHA program and over half stated support for the program at their organization. The Alumni board became very involved in helping to guide development of the proposal to the Graduate College, the College of Public Health, and the University Provost. Several alumni wrote strong letters of support. Without this alumni involvement, I don’t know if the program would have been approved in little more than a year from our first discussions.”

For questions or more information about the program contact Ian Montgomery at ian-montgomery@uiowa.edu or (319) 384-3862.

Iowa MHA Team Makes Final Round of UAB Case Competition

Congratulations to MHA/MBA students Adam Price, Casi Roethler, and Phil Wirtjes for making it to the final round of the UAB Health Administration Case Competition in February! This is the second time in Competition history that the Iowa team has made it to the Top 6.

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First-year students at the UI High Adventure Challenge Course as a part of Orientation Week ▶



◀ Kent Lehr, '09, and Taylor Hildebrand at Speed Networking



The Department of Health Management and Policy
Alumni Newsletter can be found online at
[https://www.public-health.uiowa.edu/hmp/
alumni/newsletter/](https://www.public-health.uiowa.edu/hmp/alumni/newsletter/)

Current students at the Cedar Rapids Kernels game ▼

