

Department of Health Management and Policy



ANNUAL REPORT 2024-2025

From the Department Executive Officer

Dear Friends of Iowa HMP,

Over the past academic year (2024-25), our Department of Health Management and Policy (HMP) has continued and deepened its excellence in teaching, research, and service. Across all academic programs, our faculty demonstrated deep commitment to student learning and success, combining innovative pedagogy and mentorship to support the building of high-level competencies and advance professional development through curricular and extra-curricular opportunities. Our staff were also instrumental in helping to advance the mission of the department



Our research and scholarship—driven by faculty, students, and staff—reflected remarkable breadth and significance. From foundational inquiry to real-world impact, our work continues to influence the field in meaningful ways.

We've also maintained strong success in securing competitive grant funding, which supports cutting-edge projects and advances our mission. Also important is our engagement in service—to our disciplines, the university, and the wider community. This collective dedication reflects the values we share and the difference we strive to make.

I invite you to read below a sample of our departmental achievements. As we gear up for 2025-26, in which we will be celebrating the 75th anniversary of our department, we are looking forward to continued success and excellence.

George Wehby, PhD
John W. Colloton Chair
Department Executive Officer

Mission

The Department will improve health and health services for all by preparing leaders for, and advancing knowledge and practice in, health management, policy, and research.

Vision

The Department will continue to be one of the nation's premier health management and policy departments recognized for excellence in education, research, and service to improve public health.

2024-2025 At-a-Glance



**FACULTY & STUDENT
PUBLICATIONS**
60+
Peer-reviewed
journal articles



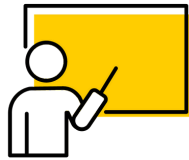
RESEARCH
\$11.5M
Sponsored
Research



**RESEARCH
CENTERS**
3



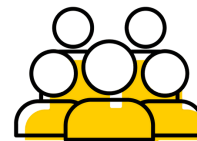
**STUDENT FINANCIAL
SUPPORT**
\$1.1M+
Dollars awarded



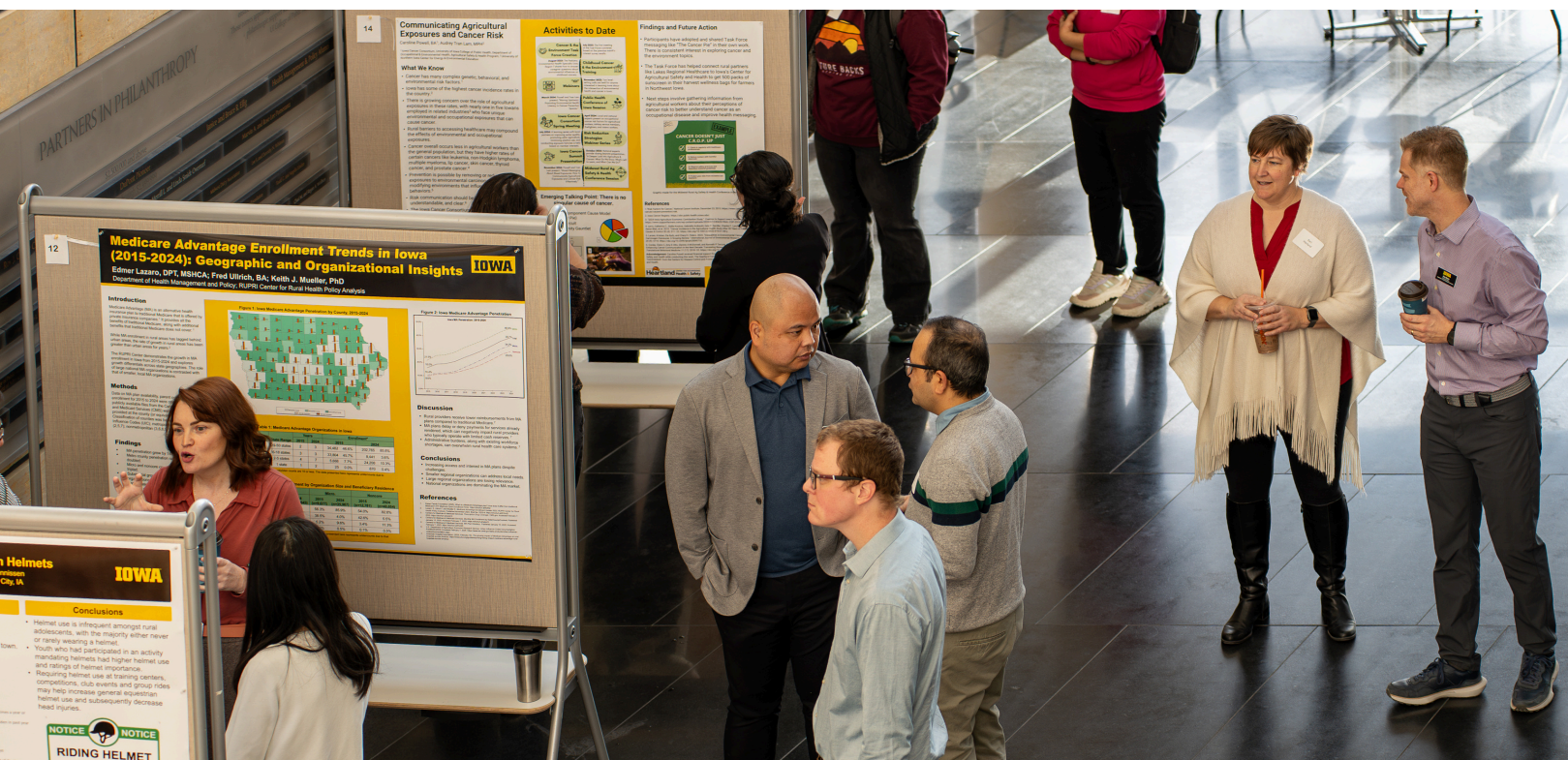
COURSES TAUGHT
65
On-campus, hybrid,
remote



GRADUATES
34
2024-2025



STUDENTS
72
MHA, EMHA, MPH,
MS, Graduate Certificate, PhD



Education Programs

Health care management is a dynamic and rewarding field focused on delivering high-quality, effective services at low costs. Students in Health Management and Policy can pursue various advanced degrees, including a Master's in Health Administration (MHA), Executive Master of Health Administration (EMHA), Master's in Public Health (MPH), Master's in Health Services and Policy Research, Graduate Certificate in Healthcare Management, or a Ph.D. in Health Services Research and Policy.

Master of Healthcare Administration (MHA)

MHA (Residential)

The MHA program provides graduates with a comprehensive understanding of patient-centered health care as well as the skills needed to navigate complex administrative and management systems. Graduates are well-prepared for continual professional growth and advancement. The daily activities of the MHA graduates range from financial analysis to the coordination of volunteer efforts in a hospital or community health center.

The design of the curriculum reflects the program's conviction that today's health care administrator needs both a comprehensive understanding of the issues involved with patient-centered service organizations and strong business skills.



As a public health undergrad major at the University of Iowa, I was exposed to the HMP department, and the MHA program. When I decided to switch my career path and pursue the administration route, I had the privilege of being able to talk with many MHA faculty, staff, and students about their experience. When I was interviewing for MHA programs, I couldn't shake the feeling of the amazing people with the University of Iowa HMP department. They have a very welcoming and friendly way about them, that I knew I would be successful in this program.

Alena Longnecker, MHA '26

Where Are They Now?

The IA MHA students express their gratitude for the opportunity to collaborate with health systems and industry leaders across the nation through various internship and fellowship experiences. Explore the remarkable journeys undertaken by our Hawkeyes!

MHA Internship Placements



MHA Fellowship Placements



Executive Master of Healthcare Administration (EMHA)

EMHA (Online - Synchronous)

The University of Iowa Executive Master of Health Administration track is designed for healthcare professionals who have a desire to influence change and grow as leaders. This track will uniquely prepare you to thrive in your current role and to advance in healthcare organizations through a focus on strategic healthcare leadership. Our fully accredited program will provide a unique opportunity to learn critical cross-functional skills, connect with other future health leaders, and positively impact patient care delivery at your organization and in your community.

Our Executive track is typically completed in less than two years, with students taking two courses per week for two hours each. Courses are taught online, yet in a synchronous style, by expert executives and faculty. The plan of study is set far in advance, which allows planning for family and work commitments.



We are delighted to announce the addition of a new online EMHA program starting this fall, and we welcome any referral you may have of high potential individuals seeking to expand their leadership skills and training. Please see the details below for further information.

Ken Anderson, DO, MS, CPE

Director, Executive Track MHA (EMHA)

JOIN TODAY, LEAD TOMORROW

With the Iowa Executive
Master of Health Administration

Now 100% online with synchronous
weekly meetings!

IOWA

→ [Click Here](https://public-health.uiowa.edu/emha/) to Apply or visit public-health.uiowa.edu/emha/



Master of Science in Health Services & Policy Research (MS)

MS in Health Services and Policy Research

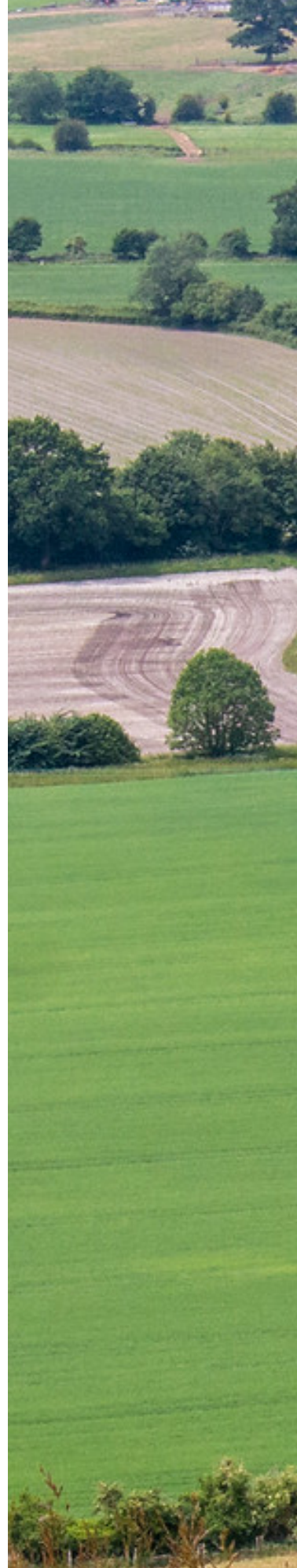
This unique, one-year master's degree will help you prepare for a career in health services or policy research - conducting analysis and evaluations for government agencies, health care systems, health policy organizations, or preparing to attend a PhD program in health services research, health economics, or health policy.

The mission of the MS in Health Policy degree is to provide students with content knowledge and skills pertaining to the practice of health policy. During their course of study, students will master core competencies designed to help them master their qualitative, quantitative, and methodological skills to effectively engage in health policy analysis, development, and implementation.

Certificate in Healthcare Management

Graduate Certificate in Healthcare Management

The Graduate Certificate in Healthcare Management provides essential business and leadership skills in healthcare through five cornerstone courses (15 credits) from the Executive Master of Health Administration curriculum: Management, Financial Reporting, Policy, Leadership, and Financial Management. Classes start each August, with a maximum of 10 students per cohort. Applicants need an undergraduate degree with a minimum GPA of 3.00. Credits from the certificate program can be transferred toward the Executive MHA program, covering one-third of the required credits.





Master's Degree in Public Health Policy (MPH)

MPH

The mission of the Master's Degree in Public Health Policy sub-track is to provide students with content knowledge and skills pertaining to the practice of health policy. During the course of study, students will master core competencies designed to help them identify, formulate, communicate, and implement health policy.

The MPH program boasts a proven track record of graduate placement in Washington DC and elsewhere in a variety of organizations including, consulting firms, government agencies, and health systems. Graduates have also gone on to pursue degrees in medicine and law.

There is an opportunity to pursue both MPH-Policy and Master of Health Administration (MHA) simultaneously. Students who enroll in these degree programs generally have a primary interest in the delivery of health care services to individual patients.

Career Placement

Our MPH in Policy students leave the Department with a skillset that enables them to find a variety of career opportunities. Below are a selection of recent placements.

2024-2025

*Public Health Specialist, City of
Bloomington, MN*

*Healthcare Consultant, Deloitte,
Washington DC*

*Advocacy Coordinator, Iowa Public
Health Association*

MPH Student Spotlight

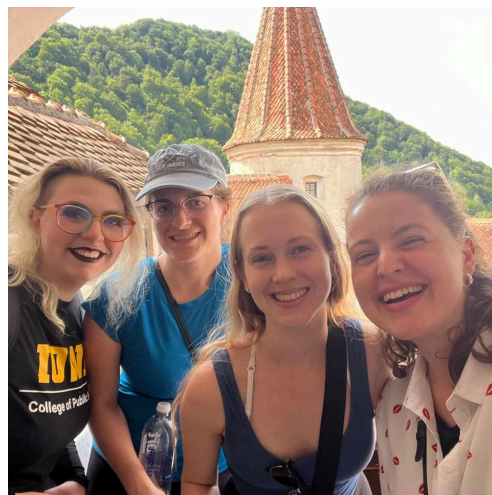
Kassie Owens (MHA '25, MPH '26) shares a reflection on their experience with the Global Health Internship in Romania during the summer of 2024.

My learning and professional skills blossomed through the Global Health Internship in Cluj-Napoca, Romania at Babes-Bolyai University over the summer of 2024. I am extremely thankful that the University of Iowa MHA program director connected me with the opportunity through a long-standing public health partnership with the university and everyone was welcoming and kind to me as an American visitor.

The program was completely custom to my interests, and I chose to pursue the Community Practice track. With the skills and knowledge I gained from my MHA/MPH program coursework, I independently created and led my own projects, working on LGBTQ+ Health Community Education with the help of a local non-profit organization and presenting a Romanian Healthcare Stakeholder Report with the help of various local public health professionals.

The program also provided support from the public health faculty, a co-intern roommate, and a local student guide to help me have some fun along the way. In addition to building my professional and educational experience, I gained a broad perspective of healthcare in a different country, cultural expansion, communication skills, and valuable personal connections. I would highly recommend this internship for any public health student at the University of Iowa looking for a unique, fulfilling, and self-motivating experience.

Kassie Owens, MHA '25, MPH '26



Doctor of Philosophy in Health Services and Policy (PhD)

PhD in Health Services and Policy

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. We provide instruction in core content areas, focal areas, and mastering the scientific method to prepare students for careers in a rapidly changing healthcare environment.

Key characteristics that set our PhD program apart include an apprentice-style approach to the research experience in which students are able to build one-to-one mentorship relationships with faculty. Students are also given the opportunity to submit three papers for their dissertation, or to complete a traditional dissertation. The three-paper model is intended to help students publish papers prior to graduation.

Career Placement

Our PhD students strive for positions of upmost excellence, pursuing diverse careers in areas of teaching, research, and healthcare, both across the United States and around the world.

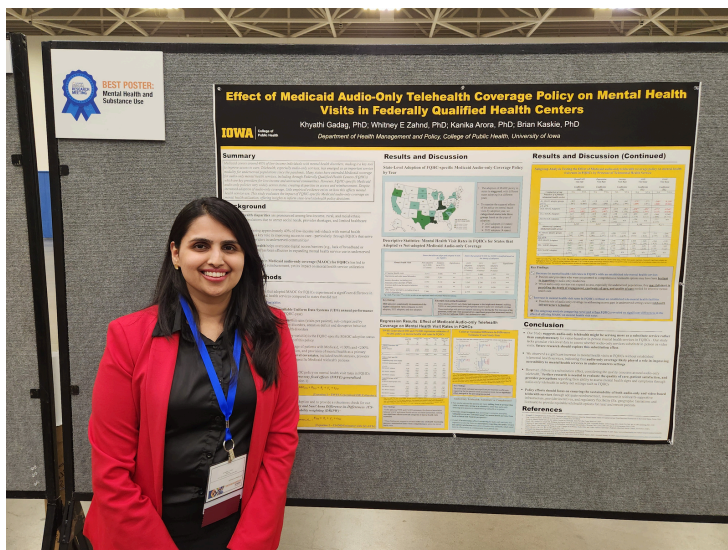
2025

Assistant Professor, State University of New York (SUNY), Cortland, NY

Assistant Professor, Ohio University, Athens, OH

2024

Postdoctoral Research Fellow, Harvard T.H. Chan School of Public Health, Boston, MA



Kyhathi Gadag, PhD '25 shown with her award-winning poster at the AcademyHealth Annual Research Meeting in June 2025. Her poster was recognized as Best Poster: Mental Health and Substance Abuse.

Seminar in Health Policy

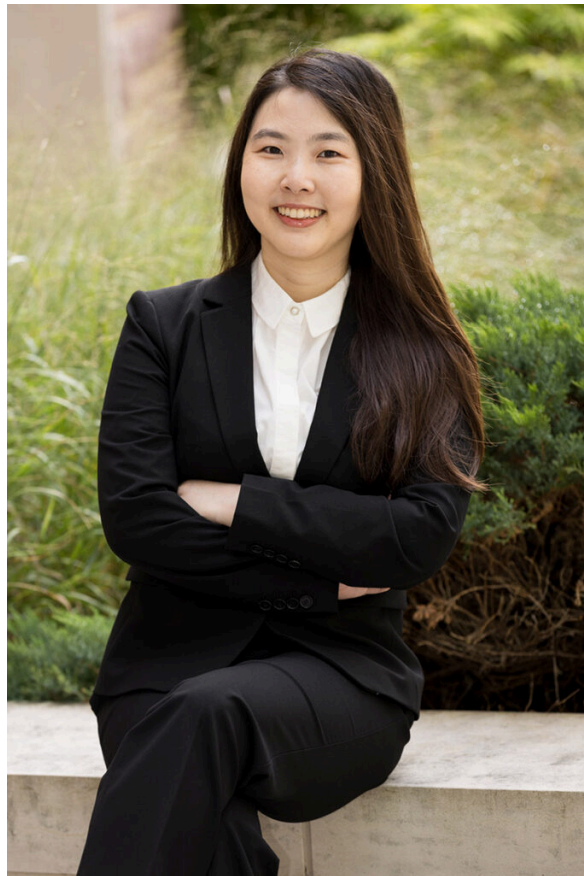
PhD students, faculty, and staff participate in a weekly seminar series to present their research and invite field experts to discuss innovative policy research. Highlights from the 2024-2025 academic year are noted below.

PRESENTER	TOPIC
Kamyar Nasseh, PhD, <i>American Dental Association</i>	Financial Incisors: Cutting Through the Effects of Private Equity on Dentistry Market Dynamics and Care Delivery
Khyathi Gadag, PhD Candidate, <i>HMP, Ulowa</i>	Effect of Telemental Health Service Adoption Pre- and During-COVID-19 on Mental Health Service Utilization in Federally Qualified Health Centers
Paula Song, PhD, <i>Virginia Commonwealth University</i>	The Effects of COVID-19 on Rural Hospital Margins and Service Offerings
Rahi Abouk, PhD, <i>William Paterson University</i>	Understanding the Consequences of Major Information Disruptions in Hospitals
Julie M. Donohue, PhD, <i>University of Pittsburgh</i>	Improving quality and equity in Medicaid Programs
Erbilin Shehu, PhD Candidate, <i>HMP, Ulowa</i>	Measuring News Sentiment on Healthcare Coverage for Undocumented Migrants in the United States
Redwan Bin Abdul Baten, PhD, <i>UNC Charlotte</i>	Does Physician Recruitment Impact Access and Health of Rural Residents?
Karen Hammar, MHA, MOT, OTR/L, FACHE, <i>Ulowa Health Care</i>	Exploring Research Opportunities Across University of Iowa Health Care: Connecting Ideas to Impact
Lastascia Coleman, PhD Candidate, <i>HMP, Ulowa</i>	A Primer on State-Directed Payment
Junjie Gai, PhD Candidate, <i>HMP, Ulowa</i>	The Impact of the SUPPORT Act on Treatment of Opioid Use Disorders
Gul Rukh Mehboob, PhD Candidate, <i>HMP, Ulowa</i>	Reforming Long-Term Care through Employee Background Check Policies in the United States
Shadi Saleh, PhD, <i>American University of Beirut</i>	Global Health Equity in Contexts of Fragility: Local Solutions for a Global Challenge

Faculty Updates

In July 2024, **Jung-Hyun (Julie) Lee, PhD** joined the Department of Health Management and Policy from her most recent appointment with Washington University. Her research focuses on employee motivation, negotiation, and how non-work relationships, especially family caregiving, impact work-life balance and outcomes. She aims to enhance organizational practices to benefit employee well-being and performance.

At Iowa, she values the collaborative environment and interdisciplinary research opportunities, looking forward to connecting with diverse health care organizations. Dr. Lee enjoys teaching enthusiastic students and hopes they recognize the importance of both organizational practices and broader strategies in health care. She is eager to engage with the community and contribute to lifelong learning in the health sector.



“Understanding how seemingly small organizational practices interact with broader strategies is crucial for maximizing the outcome...I want to provide opportunities to learn how to effectively work with people and empower students to transform the health care organization, industry, and policy.”

DR. JULIE LEE

Alumni Spotlight



Becker's Health Review has named **Tyler Ust** (MHA '20), CEO of Sanford Health Thief River Falls, to the 2024 edition of its "90 Critical Access Hospital CEOs to Know."

Mike Trachta (MA '97) was honored with the 2024 Jerry Karbeling Award at this year's Iowa Rural Health Association Conference. Jerry Karbeling was a dedicated member of the Iowa Rural Health Association, serving on its Board for five years and holding the position of President from 2002 to 2003. This award acknowledges an Iowan who has shown exceptional activism in enhancing rural health and a dedication to community service, reflecting the legacy of Jerry.



The American Hospital Association (AHA) has elected **Tina Freese Decker** (MHA '02) as Chair-elect Designate. She will serve as Chair in 2025. Freese Decker is the president and CEO of Corewell Health, formed by the integration of Spectrum Health and Beaumont Health in 2022. With over 60,000 team members, she oversees 22 hospitals and 300+ outpatient locations, as well as the Priority Health plan serving 1.3 million members in Michigan. She is recognized as a leader in healthcare transformation and innovation.

Cayaba Care has appointed **Adaeze Enekwechi** (PhD '07) as CEO, focusing on improving maternal health equity for underserved populations. The company provides personalized services to support expectant mothers between OB-GYN visits, using data and technology for community-based care. With a multidisciplinary team, Cayaba aims to reduce costly hospital visits. In partnership with Independence Blue Cross, Cayaba has supported nearly 1,000 births, achieving 25% fewer emergency visits and a 50% lower preterm birth rate, leading to significant cost savings and high patient satisfaction.



Research Centers

The Department of Health Management and Policy comprises three research centers that collectively undertake numerous projects each year. During academic year 2024-25, these centers combined for over \$11.5M in sponsored research.



Center for Health Policy and Research

The Center for Health Policy and Research (CHPR) at the UI College of Public Health conducts interdisciplinary research involving faculty from various colleges, including Public Health, Medicine, and Nursing. It supports 20 to 30 funded projects at a time, with primary funding from organizations like the NIH and state agencies. CHPR also engages in educational activities and fosters collaboration among health organizations through exchanges with various stakeholders in the health services research community.

Below is a selection of research projects that were funded through the CHPR during the 2024-25 academic year.

PI	PROJECT TITLE
George Wehby, PhD	Effects of Preventative Dental Services and Requiring Dental Screening Certificates for School on Academic Achievement Funding Source: NIH (NIDCR)
Hari Sharma, PhD	Improving Quality of Care for Persons with Dementia in Nursing Homes Funding Source: NIH (NIA)
Brian Kaskie, PhD	Age Inclusive Management Strategies: Evaluating Employer Adoptions across Illinois Funding Source: RRF
Keith Mueller, PhD	Supporting the RUPRI Health Panel to bring research and expertise to inform policy development and implementation Funding Source: Helmsley Trust
Hari Sharma, PhD	Assessment of Burnout Among Iowa Direct Care Workers Funding Source: IA Dept. HS/Iowa Medicaid Enterprise
Kanika Arora, PhD	VA's Office of Rural Health Center for the EAccess & Delivery Research and Evaluation (CADRE) Funding Source: VA
Whitney Zahnd, PhD	GHEA/ACRE Subcontract Agreement Funding Source: CDC

Rural Policy Research Institute

The Rural Policy Research Institute (RUPRI) offers nonpartisan analysis on rural community challenges, needs, and opportunities. Founded in 1990 by bipartisan U.S. Senators, RUPRI aims to foster dialogue and inform policymakers about rural impacts of public policies.

RUPRI Center for Rural Health Policy Analysis

The HRSA-funded RUPRI Center for Rural Health Policy Analysis conducts original research in the topical areas of access to health care services, Medicare policies, development of rural delivery systems (including effects of national policy), and public health. The mission of the Center is to provide timely analysis to federal and state health policy makers, based on the best available research. The Center includes investigators from the University of Iowa and Washington University in St. Louis.



Projects for 2024-2025:

PI	PROJECT TITLE
Hari Sharma, PhD	Causal Effect of Nursing Home Closure on Resident Outcomes in Rural Areas Funding Source: NIH (NIDCR)
Tim McBride, PhD (Washington University)	Changes in Rural Health Insurance Coverage, 2020-2023
Whitney Zahnd, PhD	Retention and Expansion of Hospital Services Offered by Rural Hospitals After Enrollment in 340B
Keith Mueller, PhD	Rural Implications of Increased Medicare Beneficiary Enrollment in Accountable Care Organizations and Medicare Advantage Plans

PhD Students Engaged in RUPRI Center Projects: Gawain Williams, Khyathi Gadag, Edmer Lazaro, Gul Rukh Mehboob



The RUPRI Health Panel

The Panel is funded by the Leona M. and Harry B Charitable Trust. Special projects may be funded by other foundations, including West Health (funded the Summit on the Future of Rural Health).

Completed publications during the past year include:

The Future of Rural Health Summit: Report on a Special Convening Health

November 19-20, 2024

This Summit was organized and conducted by a partnership of RUPRI, West Health, and the National Rural Health Association. It was an invitation-only gathering of approximately 40 stakeholder and experts in rural health. The report includes themes and an early action plan to achieve a vision for the future of rural health.

Rural Hospitals: Perspectives on Health System Affiliation

April 2024

This brief explores the current trend in hospital affiliation from a rural perspective and offers guidance to rural hospital leaders in navigating a potential affiliation. With an understanding of the rural context and challenges facing rural hospitals, risks and opportunities across key areas for consideration are presented, including costs, quality, service delivery and system finances. The brief offers an overview of the affiliation process and how to assess success.

PhD and MPH Students supporting the Panel in 2024-25: Lauren Lavin, Eli Steenhoek

Rural Health Value

As a technical assistance project, results of this endeavor are primarily profiles in innovation and guides. The project includes qualitative research, primarily through convenings of stakeholders and experts, to produce documents with policy recommendations. General policy documents are also produced to help providers and policy makers understand what may be possible in new payment scenarios.

The following were completed in 2024-25:



Introduction to Rural Clinically Integrated Networks

February 2025

The purpose of this Rural Health Value topic brief is to define CINs, describe common CIN characteristics, and explore the unique value-based care advantages a rural CIN may bring to its members.

Rural Value-Based Care - The Payer Perspective

November 2024

In July 2024, Rural Health Value (RHV) convened a virtual Summit of professionals and executives from national and regional health care payer organizations to share and explore insights, innovations, successes, and challenges in rural health value-based care (VBC) contracting.

MHA and MPH Students supporting RHV, 2024-25: Hayden Short, Tooga Hassanain

Faculty & Student Publications

During the 2024-25 academic year, HMP students and faculty had over sixty publications in peer-reviewed journals. Below is a curated selection of these articles.

Shehu, E., Kaskie, B., Ohms, K., Liebzeit, D., Ashida, S., Buck, H. G., & **Shane, D. M.** (2025). Estimating Cost Savings of Care Coordination for Older Adults: Evidence from the Iowa Return to Community Program. *Population health management*, 28(1), 22-30.

Kevin J Tu, J Priyanka Vakkalanka, Uche E Okoro, Karisa K Harland, Cole Wymore, Brian M Fuller, Kalyn Campbell, Morgan B Swanson, Edith A Parker, Luke J Mack, Amanda Bell, Katie DeJong, Brett Faine, Anne Zepeski, **Keith Mueller**, Elizabeth Chrischilles, Christopher R Carpenter, Michael P Jones, **Marcia M Ward**, Nicholas M Mohr. (2025) Provider-to-provider telemedicine for sepsis is used less frequently in communities with high social vulnerability. *The Journal of Rural Health*, 2025;41:e12861. <https://doi.org/10.1111/jrh.12861>

Gadag K, Ullrich F, Mueller KJ. (2024). Profiling Social Needs Activities in Publicly Traded Medicare Advantage Organizations. *Popul Health Manag.* 2024 Aug 27. doi: 10.1089/pop.2024.0045.

Kava CM, Smith JL, Kobernik EK, Eberth JM, French C, Nash SH, **Zahnd WE**, Hall IJ. Interventions to Increase Colorectal Cancer Screening Uptake in Rural Settings: A Scoping Review. *Preventing Chronic Disease.* 2025;22:250025. DOI: <http://dx.doi.org/10.5888/pcd22.250025>.

Lavin L, Gibbs H, Vakkalanka JP, Ternes S, Healy HS, **Merchant KAS, Ward MM,** Mohr NM. The Effect of Telehealth on Cost of Health Care During the COVID-19 Pandemic: A Systematic Review. *Telemed J E Health.* 2025 Mar;31(3):310-319. doi: 10.1089/tmj.2024.0369. Epub 2024 Nov 18. PMID: 39556240.

Gadag K, Arora K, Zahnd WE+. Effect of Offering Telemental Health Service on Mental Health Services Utilization in Federally Qualified Health Centers. *Journal of Telemedicine and Telecare.* 2025 Jan 24:1357633X241307417. doi: 10.1177/1357633X241307417. Online ahead of print.

Shane, DM; Lazaro, E; Ulrich, F; Mueller, K. (2024). Evaluating Medicare Advantage Benchmark Setting Methodology on Rural Counties. RUPRI Center for Rural Health Policy Analysis, Brief 2025-2

Tanaka T, Vander Weg M, Jones MP, **Wehby GL.** "Assessment of the 2021 AASLD Practice Guidance for Albumin Infusion in Elective Therapeutic Paracentesis: A Regression Discontinuity Design". *American Journal of Gastroenterology.* 2024;119(10):2045-2051.

Xu L, Sharma H, Wehby GL. "Effects of the Affordable Care Act Medicaid Expansions on the Employment and Work Hours of Nursing Assistants in Hospitals and Nursing Homes". *Journal of Applied Gerontology.* 2024; 43(11): 1751–1761.

Shrestha, M., **Sharma, H., Mueller, KJ.** (2024) Differences in Utilization of Preventive Services for Primary Care Clinicians Participating in MIPS and ACOs. *Quality Management in Healthcare.* 10/22/24. DOI: 10.1097/QMH.0000000000000483

Adams SA, Babatunde OA, **Zahnd WE,** Hung P, Wickersham KE, Bell N, Eberth JM. An Investigation of Travel Distance and Timeliness of Breast Cancer Treatment Among a Diverse Cohort. *International Journal of Public Health and Environmental Research.* 2025 Jan 27;22(2):176. doi: 10.3390/ijerph22020176.

Law KB, McCord C, **Ward MM, Ullrich F**, Marcin JP, Carter KD, Nelson E, **Merchant KAS**. Differences in behavioral health treatment among rural American clinics utilizing in-person and telehealth treatment modalities. *Journal of Technology in Behavioral Sciences*. (2024) <https://doi.org/10.1007/s41347-024-00436-4>

Gai, J., & Arora, K. (2024). The Impact of Closing Medicare Part D Coverage Gap on Mental Health of Adults Over Age 65. *Journal of Applied Gerontology*, 44(6), 927-937. <https://doi.org/10.1177/07334648241290324> (Original work published 2025)

Tomohiro T, **Wehby G**, Vander Weg M, **Mueller K**, Axelrod D. 2025. US Population Size and Outcomes of Adults on Liver Transplant Waiting Lists. *JAMA Network Open*. 8(3):e251759

Pete D, Farris PE, Adsul P, Bea JW, Decker D, Ingram J, **Semprini J**, Baker H, Yellowhair M, Blackwater C, Dee C, Briant KJ, Parker M, **Zahnd WE**, Nash SH. The Inclusion of Tribes and American Indian and Alaska Native People in State Comprehensive Cancer Control Plans. *Cancer Causes & Control*. 2025. <https://doi.org/10.1007/s10552-025-01981-w>

Mehboob G, Sharma H. Addressing Staffing Shortages in Nursing Homes: Does Relaxing Training and Licensing Requirements Increase Nurse Aide Staffing? *Health Serv Res*. 2025 Jun;60(3):e14455. doi: 10.1111/1475-6773.14455. Epub 2025 Feb 19. PMID: 39972516; PMCID: PMC12120521.

Lazaro, E; Shane, DM; Ulrich, F; Mueller, K. (2024). Medicare Advantage Plan Growth in Rural America: Availability of Supplemental Benefits. RUPRI Center for Rural Health Policy Analysis, Brief 2024-3.

Shane, DM; Lazaro, E; Ulrich, F; Mueller, K. (2024). Evaluating Medicare Advantage Benchmark Setting Methodology on Rural Counties. RUPRI Center for Rural Health Policy Analysis, Brief 2025-2

Sharma, H., Bin Abdul Baten, R., **Ullrich, F., MacKinney, AC., Mueller, KJ.** (2024) Nursing home closures and access to post-acute care and long-term care services in rural areas. *The Journal of Rural Health*, 2024;40:3, 557-564. <https://doi.org/10.1111/jrh.12822>

Tanaka T, **Wehby G**, Vander Weg M, **Mueller K**, Axelrod D. US Population Size and Outcomes of Adults on Liver Transplant Waiting Lists. *JAMA Netw Open*. 2025 Mar 3;8(3):e251759. doi: 10.1001/jamanetworkopen.2025.1759.

Ejughemre U, Lyu W, Wehby GL. "Effects of the Continuous Medicaid Coverage Provision of the Family First Coronavirus Response Act on Postpartum Medicaid Coverage, Depression, and Birth Control Use". *Health Services Research*. 2024 Oct 14. doi: 10.1111/1475-6773.14395.

Law KB, McCord C, **Ward MM, Ullrich F**, Marcin JP, Carter KD, Nelson E, **Merchant KAS**. Differences in behavioral health treatment among rural American clinics utilizing in-person and telehealth treatment modalities. *Journal of Technology in Behavioral Sciences*. (2024) <https://doi.org/10.1007/s41347-024-00436-4>

Rochford H*, Peek-Asa C, **Zahnd W, Kaskie B.** The Clery Act's Transparency Purpose with respect to Sexual Misconduct: A Longitudinal Analysis. *Journal of College Health*. 2025 Feb 12:1-13. doi: 10.1080/07448481.2025.2461606. Online ahead of print.

Wiener CS, Carrel M, **Zahnd WE.** Iowa Spatial Accessibility to Screening Mammography is Improving, but Utilization Among Privately Insured Women Remains Stable, 2016 – 2022. *Health & Place*. 2025; 94.

Johnson C, **Wehby GL**, Chrischilles EA, Arndt S, Carnahan RM. "Examining the Effect of Prescription Drug Monitoring Program Integration and Mandatory Use Policies on the Distribution of Methadone and Buprenorphine for Opioid Use Disorder, United States, 2009-2021". *Drug and Alcohol Dependence*. 2024 Nov 1:264:112432.

HMP News and Announcements



James H. Skogsbergh (MA '82), FACHE, has been awarded the American College of Healthcare Executives (ACHE) 2025 Gold Medal Award, the organization's highest honor for outstanding leaders. This award recognizes ACHE Fellows who enhance healthcare services and community health beyond their organizations. Skogsbergh led Advocate Health Care for over 16 years, including four years as CEO of Advocate Aurora Health, where he oversaw significant community benefit spending and capital investments. He retired in 2024 and received the award in March at the ACHE Congress on Healthcare Leadership in Houston.



Khyathi Gadag (PhD '25) was awarded the Hancher-Finkbine Medallion for meritorious service and leadership to the University of Iowa. The Hancher-Finkbine Medallion is an opportunity for members of the University community to recognize their peers for exemplary dedication in leadership, learning, and loyalty. These awards, the most prestigious at the University of Iowa, seek to recognize individuals of extraordinary ability and potential.



Kanika Arora, PhD, a faculty member at the University of Iowa College of Public Health, has received a Carver Trust Associate Professor Advancement Award to support her research on aging and caregiving, particularly dementia in rural agricultural populations. Arora has previously highlighted the higher prevalence of dementia among long-term agricultural workers and is currently funded to develop educational interventions for affected farm families.

With the award, she will collaborate with a PhD student to conduct preliminary research for an R01 proposal aimed at creating an innovative intervention to improve rural healthcare professionals' skills in addressing the needs of aging farmers with dementia. The award is co-funded by the CPH Research Office and the Roy J. Carver Charitable Trust, which supports various educational and research initiatives in Iowa.



The Journal of Rural Health (JRH) Editorial Board has selected its 2025 Article of the Year, “Nursing home closures and access to post-acute care and long-term care services in rural areas” by University of Iowa College of Public Health researchers **Hari Sharma**, Redwan Bin Abdul Baten (now at University of North Carolina at Charlotte), **Fred Ullrich**, **A. Clint MacKinney**, and **Keith J. Mueller**.

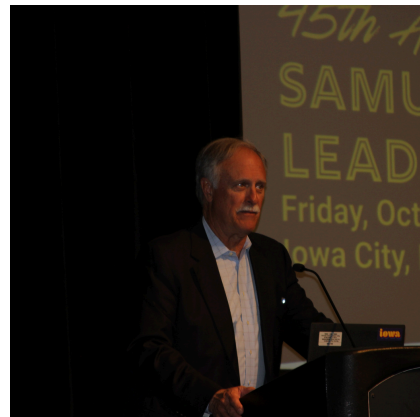
Nursing home closures have raised concerns about access to post-acute care (PAC) and long-term care (LTC) services. This study estimates the additional distance rural residents had to travel to access PAC and LTC services because of nursing home closures, finding that nursing home closures increased distances to nursing homes, home health agencies, and hospitals with swing beds for rural residents. Access to PAC and LTC services is also a concern, especially for rural areas with no nursing homes.

Selection criteria for the Article of the Year include average downloads per month and evaluation by the JRH Editorial Board regarding methodology and importance. The journal will recognize the Article of the Year during the National Rural Health Association’s (NRHA) 48th Annual Rural Health Conference May 20-23 in Atlanta.



Healthcare Leadership Symposium

The Department of Health Management and Policy hosted the 45th annual Samuel Levey Healthcare Leadership Symposium on October 25, 2024. The event centered around the theme “Sustainability and Resilience in Healthcare,” showcasing keynote speeches and panel discussions led by prominent leaders and experts in the fields of healthcare and leadership.



WittKieffer Career Seminar

In September, the Department of Health Management and Policy held the 20th Annual WittKieffer Career Seminar. This two-day workshop provided second-year MHA students with the chance to enhance their interview skills through both virtual and in-person formats. A heartfelt thank you goes to Jason Petros and our partners at WittKieffer for their continued support of this event over the years.



Faculty



Ken Anderson, DO, MS

Clinical Professor, Director, Executive Track MHA (EMHA)

Courses taught: Healthcare Quality and Operations Management, Interprofessional Healthcare Administration I & II, MHA Integrative Capstone



Kanika Arora, PhD

Associate Professor, Program Director, MPH, PhD

Courses taught: Design Issues in health Services Research, Methods for Program Implementation and Evaluation



Brian Kaskie, PhD

Professor, MPH in Policy Advisor

Courses taught: Health Policy, Medicare and Medicaid Policy, Federalism and Health Policy, Seminar in Health Policy



Emily Lawton, PhD

Assistant Professor

Courses taught: Introduction to U.S. Health Care System, Health Policy Analysis



Jung-Hyun (Julie) Lee, PhD

Assistant Professor

Courses taught: Organizational Behavior and Theory in Health Care



A. Clinton MacKinney, MD, MS

Clinical Associate Professor

Courses taught: Introduction to Healthcare Management



Keith J. Mueller, PhD

Gerhard Hartman Professor

Courses taught: Seminar in Health Policy, Introduction to the U.S. Healthcare System



Dan Shane, PhD

Associate Professor

Courses taught: Analytics for Health Care Management, Cost-Effectiveness and Decision Analysis, Health Services Research Methods, Public Health as a Public Good, Analytic Issues in Health Service Research



Hari Sharma, PhD

Assistant Professor

Courses taught: Applied Public Health Methods, Health Insurance and Managed Care, Introduction to U.S. Health Care System



Tanya Uden-Holman, PhD

Associate Provost for Undergraduate Education, Dean of the University College, Clinical Professor

Courses taught: Healthcare Quality Management, Fundamentals of Public Health, Essentials of Public Health, Interprofessional Healthcare Administration I



Marcia Ward, PhD

Distinguished Research Professor

Courses taught: Primary Data and Mixed Methods, Seminar in Contemporary Health Issues, Seminar in Instruction and Professional Development



George Wehby, PhD

Professor, John W. Colloton Chair, and Department Head

Courses taught: Health Economics, Health Services Research Methods, Analytic Issues in Health Service Research I



Kristin Wilson, PhD

Clinical Associate Professor, Director, MHA Program

Courses taught: Introduction to U.S. Health Care System, Healthcare Management, Healthcare Leadership and Ethics



Whitney Zahnd, PhD

Assistant Professor

Courses taught: Introduction to Healthcare Organization and Policy, Primary Data and Mixed Methods, Seminar in Health Policy, Population Health

HMP Graduation

On May 16, 2025, 34 graduates of the Department of Health Management and Policy were honored in a graduation and hooding ceremony. The alumni speaker for the event was Dr. Shadi Saleh (PhD '01), Founding Director of the Global Health Institute (GHI) at the American University of Beirut (AUB).



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MASTER OF HEALTH ADMINISTRATION

9

EXECUTIVE MHA

1

MS IN HEALTH SERVICES &
POLICY RESEARCH

7

MPH IN POLICY

2

PHD IN HEALTH SERVICES AND POLICY

1

JD-MHA COMBINED

September 25-26, 2025



46th Annual Samuel Levey Healthcare Leadership Symposium

“The Evolution of Healthcare Administration: Reflecting on the Past & Embracing the Future”

We are thrilled to announce one of our confirmed keynote speakers for this year's symposium:



Scott Becker, JD, CPA

Mr. Becker is the publisher of Becker's Healthcare's portfolio of publications. As a partner at McGuireWoods in Chicago, he provides counsel to hospitals, ASCs, surgical hospitals, pharmaceutical companies, single- and multi-specialty medical practices and a variety of healthcare industry entrepreneurs. Mr. Becker received his JD from Harvard Law School and his BS in finance and accounting from the University of Illinois at Urbana-Champaign.

This year also marks the 75th Anniversary of the Department which will be celebrated at the Symposium

Please join us for a program beginning Thursday afternoon, September 25, with a reception that evening at Hancher Auditorium. The event will continue Friday morning, September 26, through early afternoon at the Iowa Memorial Union (IMU).



***Scan for a full schedule of the
Samuel Levey Healthcare Leadership Symposium!***



DEPARTMENT OF HEALTH MANAGEMENT AND POLICY

EST. 1950

75th Department of Health Management & Policy Celebration

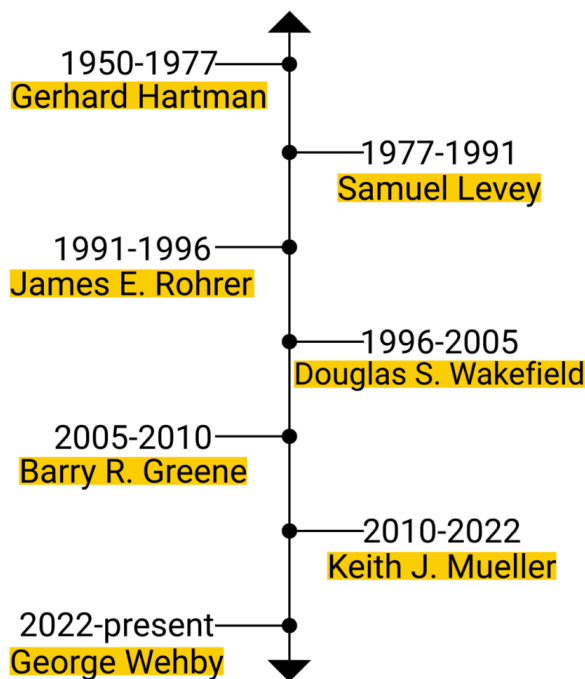
This year, the Department of Health Management and Policy is marking its 75th anniversary as a graduate health studies program at the University of Iowa. We will honor this milestone by holding a celebration at the 46th Annual Samuel Levey Healthcare Leadership Symposium. This is a wonderful occasion as we come together to celebrate the many remarkable achievements over the past 75 years, but look towards the future and the many advancements that are still to come.

HMP History

Graduate studies in hospital administration were initiated at the University of Iowa in 1950, and the Iowa tradition of providing excellent graduate education is one of the oldest and most highly regarded in the United States. The Iowa tradition of developing prominent leaders in the field of hospital administration continues to be carried forth by more than 1,300 alumni.

The Department of Health Management and Policy faculty provide direction and continuity from the past into the future. For example: Dr. Samuel Levey (PhD '61) returned and served as department chair from 1977-1991, and continued as Professor until retiring in 2015.

HMP Department Chairs



Hospital Administration
1950-1951
C. McClain, W. Balfour, D. Rodawig, D. Conroy, J. Delaney,
G. Anderson
P. Jarrett, T. Frazier, Prof. Hartman, D. Larson, S. Keefer

Class of 1952, the first group to graduate with a Master of Arts in hospital administration at Iowa. From left, back row: C. McClain, W. Balfour, D. Rodawig, D. Conroy, J. Delaney, G. Anderson. Front row: P. Jarrett, T. Frazier, Prof. Hartman, D. Larson, S. Keefer.

Scan for more!

