

The Link

 COLUMBIA UNIVERSITY | MAILMAN SCHOOL OF PUBLIC HEALTH

MSPH Welcomes Its First MHA Class

HPM rolls out a new degree to adapt to a changing market and to maintain a strong management tradition

Employment in the healthcare sector has been on the rise for decades. The changes in healthcare laws, regulations, and technology as a result of the ACA have opened up a number of healthcare management positions and lured job-seekers from other industries including marketing, finance, and consulting. According to the Bureau of Labor, "Employment of medical and health services managers is projected to grow 23 percent from 2012 to 2022, much faster than the average for all occupations. As the large baby-boom population ages and people remain active later in life, the healthcare industry as a whole will see an increase in the demand for medical services." To address this rise and to remain competitive with public health programs across the country, this September the Department of Health Policy & Management introduced a Master of Health Administration (MHA) degree. Dr. Michael Sparer, Professor and Chair of HPM, believes the introduction of the MHA is well-timed to fit the needs of HPM's prospective students, "As the healthcare industry faces major changes with the introduction of the Affordable Care Act, there has never been a greater need for management professionals who balance business acumen with healthcare expertise."

HPM has adapted to the changing healthcare landscapes over the years by offering a variety of degrees. When the department first became part of Columbia's School of Public Health in the mid-1940s, HPM offered a two-year degree in hospital administration. The management-focused curriculum has been a mainstay in one form or another throughout the department's rich history. The new MHA curriculum is modeled on the former MPH in healthcare management degree, but the courses have been modified to integrate a stronger management focus. The new MHA curriculum for full-time students includes

three required classes: Hospital Management, Comparative Strategic Analysis, and Management Challenges in Evolving Healthcare and Insurance Systems. The MHA has proven to be a draw for students whose interests lie in creating a strong management skillset within the larger context of health systems. Samal Shepherd (FTM '16) notes, "I was most attracted to Columbia's integrated approach to the MHA curriculum. In addition to a core that is anchored in management, I believe that receiving training in the areas of health policy and public health provides a holistic understanding of our ever-changing system." The new curriculum also includes Public Health Concepts, a class which challenges students to learn public health principles and how to translate that information into practice. As managers and administrators, an understanding of these concepts is critically important if students are going to be in positions where they can influence the creation of innovative programs, deliver services, develop policies and ultimately impact the health of local, national and global communities.

Prospective students who enroll in MHA programs often have considered pursuing other degrees, including a Master in Business Administration (MBA) or other healthcare management programs. The MHA offers core classes such as finance, strategy, and management statistics, which are also taught in MBA programs, but the MHA focuses on these courses through a healthcare lens. According to a report published by Hanover Research in October, "The quantitative and qualitative evidence suggests that the MHA program is becoming the preferred degree." The Accredited Graduate Program Profile, a report published by the Commission on Accreditation of Healthcare Management Education (CAHME) in 2012, shows that 47% of MHA degree programs were accredited in 2012 as opposed to 12% of MBA programs. Students who know they are looking for a

IN THIS ISSUE:

THE MHA	1
MESSAGE FROM THE CHAIR	3
STUDENT SPOTLIGHT	4
ALUMNI PROFILE	5
FACULTY CORNER	6
HAVE YOU HEARD?	8
CENTER FOR HEALTHCARE MANAGEMENT	9
HPM HIGHLIGHTS	10

ABBREVIATION KEY:

ACCL	ACCELERATED MPH
EMHM	EXECUTIVE MASTERS OF HEALTHCARE MANAGEMENT PROGRAMS (MPH, MHA)
DUAL	DUAL DEGREE PROGRAM
FTM	FULL-TIME MANAGEMENT MHA
CMPH	COLUMBIA MPH
HPM	DEPARTMENT OF HEALTH POLICY & MANAGEMENT
MSPH	MAILMAN SCHOOL OF PUBLIC HEALTH
PTM	PART-TIME MANAGEMENT MHA

more focused healthcare experience gravitate toward the MHA. Benjamin Masur (PTM '18) recalls, "I knew I wanted to pursue a career in healthcare, and an MBA was too business and finance focused without the healthcare context." Rashmi Basapur (FTM '16) agrees, "I wanted to build my business skills and health industry knowledge, and I believe I am achieving that goal through this program."

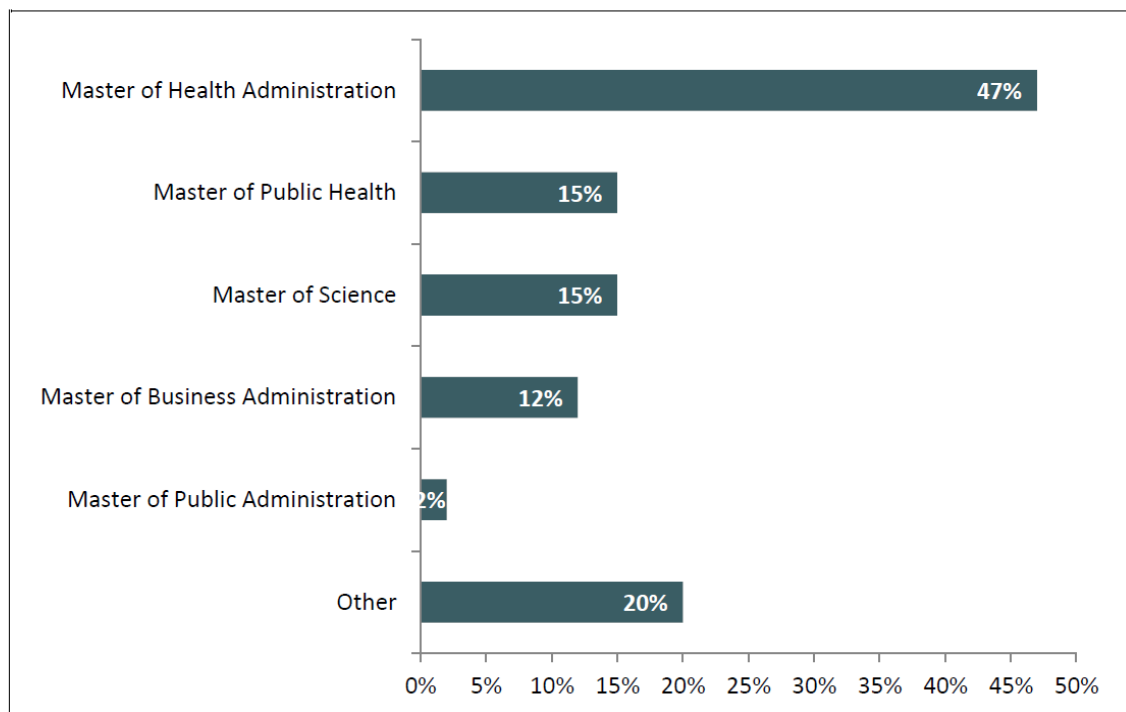
The MHA degree has been developed for the full-time, part-time and executive programs. These programs build on a strong alumni base of healthcare managers. "Columbia has an excellent network of alumni who are willing to help students," notes Basapur. These cohort-based programs provide students with an interdisciplinary education that integrates coursework in organizational leadership and management, health policy, and public health and health systems. Students across programs have had a positive reaction to the new degree and its practical applications. Andi Shapiro (PTM '17), Manager of the Department of Patient Centered Care at New York-Presbyterian Hospital, emphasizes the practical application of her management coursework, "My classes have been immediately relevant to my current work," she says, "I am using the lessons I learn in class every single day managing my team."

The MHA degree prepares students for a variety of careers in healthcare, including management positions in hospitals, clinics and non-profit organizations; additionally, the degree equips students to obtain management jobs in industries like consulting,

bio-pharma, finance, and insurance. To prepare students to step into these roles, the curriculum offers a number of courses which include experiential learning elements. Strategic Management incorporates case studies adapted from real-world healthcare scenarios. Additionally, MHA students must complete a summer practicum and participate in HealthSquare, a hospital simulation and capstone experience designed to simulate the operations of the full breadth and complexity of the healthcare marketplace. This comprehensive approach to the curriculum is a draw for students. Trinh Nguyen (FTM '16) says, "I was interested in the MHA program at Columbia because of the breadth and depth of CAHME-accredited academic offerings, the integrated advising and professional development program, and its relationships to institutions and organizations in NYC and beyond."

The decision to offer the MHA degree was made as a direct result of faculty assessment of the MPH management program, recognition of the profile of students in search of a management degree, the significant demand to train students to manage health-related programs and organizations, and the need to provide additional management coursework focused on the delivery of healthcare services. "The interest in management in healthcare systems, whether it's pharma, consulting, or hospital practice has grown," notes Tom Ference, Professor and MHA Faculty Director. "The MHA is going to become a broader, more general degree for the management students."

Figure 1.1: Types of Degree Programs with CAHME Accreditation, 2012



Source: CAHME¹⁸

Figure 1.1 taken from "MHA Market Analysis and Case Profiles" Hanover Research, Academy Administration Practice. October, 2014.

Message from the Chair



Welcome to the Winter 2014 issue of *The Link*, the newsletter for and about the Department of Health Policy and Management. The focus in this issue is on our management programs, both the management education programs (in which more than 250 students are now enrolled) as well as our faculty-led management research agenda (about which we have space here to mention only a small sample).

The cover story describes our newest degree program: the Master of Healthcare Administration (MHA), which enrolled its first class this past September. In creating this degree, we have restructured our management curriculum, adding new courses, revising others, and more generally working together as a faculty to ensure a comprehensive and coordinated set of offerings.

Leading the effort to expand and continually improve our management program is Professor Tom Ference, and our faculty profile in this issue looks back at Professor Ference's remarkable academic career, from teaching game theory to MBA students in the mid-1960s to teaching Strategy to a generation (or two) of public health students. Professor Ference is the Faculty Director for all three of our MHA Programs (full-time, part-time and weekend), and his influence and leadership here in HPM cannot be overstated.

The article on the Center for Healthcare Management showcases an important development in the department's management research agenda: under Director Katharina Janus's leadership, this Center is on its way to becoming a global leader in the management research arena. The Center is particularly noteworthy for its cross-national research agenda, as illustrated by an upcoming forum (in Germany) on innovation and implementation in the healthcare industry. I'm quite enthused about the opportunities afforded by this new international affiliation.

The issue also profiles Meghan Venable-Thomas, an HPM student who joined the department after serving in the military for seven years. While in the Army, Meghan worked on a range of Human Resources issues, as well as programs designed to encourage soldiers to work with at-risk teenagers. She finds the transition to healthcare (and to HPM) to be a logical next step. She is taking full advantage of her time in the department, including research on the impact of Agent Orange (for Professor Jeanne Stellman) as well as a practicum (and ongoing internship) with Memorial Sloan Kettering.

Career transition is also a theme in the profile of EMPH alum Kathleen Regan, who enrolled in the department after a successful career in investment banking and private equity. While Kathy's finance career focused on the healthcare industry, she hoped the EMPH Program would facilitate a shift away from finance and a move toward health management and policy. Her strategy worked: Kathy recently was named Executive Vice President and Chief Operating Officer of the Commonwealth Fund, one of the nation's leading health care foundations.

As usual, this issue of *The Link* also contains the Book Nook (reading suggestions from EMHM current students and alums), along with faculty and staff updates, and more. So read, enjoy, and stay in touch! And as we enter the holiday season, I want to wish the entire HPM community happy holidays and wishes for a wonderful 2015!



Michael Sparer, PhD, JD
Professor and Chair
Department of Health Policy & Management

Have You Heard?

HPM Faculty & Staff Updates

FDI World Dental Federation announced the January 1, 2015 appointment of Professor **Ira B. Lamster** as the next editor of the *International Dental Journal*.

In the spring, HPM administrator **Rachel Sabb** completed her MA in Computing in Education at Columbia's Teacher's College.

Professor **Miriam Laugesen's** essay "Valuing Physician Work in Medicare: Time for a Change" was published as part of the National Institute for Health Care Management's Expert Voices Series (October, 2014).

A brief report co-authored by Professor **Peter Muennig** titled "The Economic Burden of Disease by Industry: Differences in Quality-Adjusted Life Years and Associated Costs" appeared in the *American Journal of Industrial Medicine* (July, 2014).

Professor **Claire Wang's** paper "State-Level Estimates of Obesity-Attributable Costs of Absenteeism" appeared in the *Journal of Occupational and Environmental Medicine* (November, 2014).

Professors **Margaret Kruk** (HPM) and **Lynn P. Freedman** (Pop Fam) collaborated on an article, "Disrespect and abuse of women in childbirth: challenging the global quality and accountability agendas" for *The Lancet* which was published online in June, 2014.

In December, Professor and HPM Department Chair **Michael Sparer** moderated a panel at the UN in collaboration with the French Mission. The event was the fourth seminar in an ongoing series as a part of the Better Health Systems Initiative. The seminar helped to identify the long term impacts of Universal Health Coverage, including its role in health system.

Introducing HPM Faculty & Staff



Amina Williams is a 2014 graduate of Dartmouth College, where she was on the pre-med track. She majored in English with a concentration in Creative Writing. During her senior year, she served on the board of Dartmouth's Women of Color Collective and Caribbean Society. She is interested in pursuing a career in the healthcare field and learning more about health disparities and how they affect urban communities. Currently, she is an Administrative Coordinator in HPM and works closely with the MHA and EXEC programs.



Katharina Janus, PhD, MBA, is Professor of Healthcare Management at Ulm University, Germany, and the Director of the Center for Healthcare Management, an international research center at the Department of Health Policy & Management, Columbia University, New York, USA. She also heads the "Care-Tank", the Center's think-tank and platform for innovation, and holds an appointment at Columbia University. Prof. Janus focuses her research on the design and implementation of monetary and non-monetary incentive systems in healthcare organizations as well as on the assessment of innovative medical/management interventions and their impact on performance in various healthcare systems and organizations. As a healthcare manager in research and practice, she puts a strong emphasis on managing the human side of healthcare delivery in the new age of care management – formerly known as "managed care." She has been the principal investigator of several international studies on physician motivation and professional culture in collaboration with the Hannover Medical School, the University of California at Berkeley and Stanford University. Additionally, Prof. Janus has been involved in political advisory councils and managed care projects on a national and international level. She also serves as a member of the board of Allianz private health insurance, Munich, Germany. Dr. Janus earned her Master's Degree in Business Administration at the Universities of Hamburg and the Université Panthéon-Sorbonne Paris in 2000. She holds a PhD in Business and Social Sciences from Helmut-Schmidt-University in Hamburg (2003). Dr. Janus was a 2006-07 Harkness Fellow in Health Care Policy at The Commonwealth Fund, a Rockefeller Foundation academic fellow in 2012 and a Brocher Foundation resident in 2014.

The Center for Healthcare Management

HPM has a new center with a global mission

HPM Professor Katharina Janus founded the Center for Healthcare Management in 2010 as a network of leading international scholars and practitioners. Since then, the formerly virtual research network has evolved into a global research center. It joined Columbia University and HPM in May 2014.

As a leader in healthcare management research, the Center has worked hand-in-hand with social scientists, mathematicians, political scientists and data management experts to apply evaluation research of medical and management oriented innovations. With a unique network of leading academics and practitioners, the Center has been assessing performance of innovations, validating measurements, and implementing change with the goal of creating high-performing healthcare systems and organizations.

Joint Initiatives

Partnership between HPM and the Center will focus on research, education and other scholarly activities. Here are a few objectives:

- The Center's unique expertise in healthcare management will support HPM's vision to establish a research cluster.
- The Center's cross-national orientation and collaboration with experts of numerous healthcare systems will contribute to HPM's international research and offer joint initiatives with respect to healthcare reform and practice implementation.
- The Center's work evaluating real-world medical and management interventions will contribute to HPM's goal to expand its work in implementation and systems science.
- The Center's activities in non-degree management executive education programs in Europe will offer further areas for collaboration to train healthcare leaders cross-nationally.

The Center for Healthcare Management will continue to operate its European base and act as a Columbia University research center based in Europe.

Check out Professor Janus's recent post "The Innovation Conundrum In Health Care" on the *Health Affairs* blog:

<http://healthaffairs.org/blog/2014/12/12/the-innovation-conundrum-in-health-care/>



What's Next?

The Center for Healthcare Management's next event is the 4th Forum on Health Policy & Management: Innovation & Implementation, which will be held on January 29 and 30, 2015, at the capital residence of the Robert-Bosch-Foundation in Berlin, Germany.

This two-day forum will bring together a distinguished line-up of industry experts, government decision-makers and leading academics from several countries to review innovation in healthcare from various perspectives and explore implications for implementation on the provider and payer side.

Topics include, among others, care coordination and clinical integration as well as how big data is being utilized to deliver customized solutions for population health management.

The Forum features keynotes, panels, keynote "chats" and structured roundtables, providing attendees with the connections, tools and strategies for producing actionable results in their practice.

Participation in this forum is by invitation only. If you are interested in receiving a personal invitation, contact us at info@centerforhealthcaremanagement.org

For more information, check out the Center's website at www.centerforhealthcaremanagement.org