

The Link

MAILMAN SCHOOL OF PUBLIC HEALTH | COLUMBIA UNIVERSITY

HPM Past & Present

HPM has seen a lot of changes over the years. In this article, we highlight HPM today while reflecting back on the state of the department nearly forty years ago.



A Look Back

Sheila Gorman, alum, professor, founder and former director of the Executive MPH Program, writes about the department as she knew it in the early 1970s when she first arrived as a student.

Current students would not recognize the Mailman School of Public Health as it existed in 1970. It was much smaller, and the facilities were limited. Almost the entire school—faculty, students, administration and even a few laboratories—was housed in the New York City Department of Health building located on the corner of 168th Street and Broadway. Not only was the space exceedingly limited, but smoking was still permitted in the building and even in some classes! On a positive note, the school's setting certainly gave students exposure to real-world public health programs and patients. The Washington Heights District Health Center that was located in the same building offered active services for maternal and child health, dentistry, nutrition, venereal diseases, tropical medicine and tuberculosis, so there was a continuous flow of patients in and out of the building.

From 1970 to 1973, the Division of Administrative Medicine (as HPM was then known) offered four programs of study which could lead to: an MPH degree in Public Health Practice, an MPH degree in Administrative Medicine, an MS degree in Hospital Administration or an MS degree in Administrative Medicine. All programs were full-time. Courses were conducted only during the academic year, and there were no evening classes. In those early years, applicants for admission to the MPH programs had to have professional status in a field related to public health. Ordinarily, this meant that the candidate was a graduate of an approved medical, dental, veterinary or engineering school.

HPM 2013

Needless to say, in the last few decades, HPM has undergone many changes. Students can no longer smoke in class, or on the sidewalk in front of the Department of Health building, for that matter. The Division of Administrative Medicine has changed its name, more fittingly, to the Department of Health Policy and Management, and more options for non-traditional students

IN THIS ISSUE:

HPM PAST & PRESENT	1
NEW ADMINISTRATORS	3
MESSAGE FROM THE CHAIR	4
STUDENT SPOTLIGHT	5
ALUMNI PROFILE	6
FACULTY CORNER	8
HAVE YOU HEARD	9
BOOK NOOK	10
HPM HIGHLIGHTS	11

ABBREVIATION KEY

EMPH	EXECUTIVE MPH PROGRAM
CEOR	COMPARATIVE EFFECTIVENESS & OUTCOMES RESEARCH
FTM	FULL-TIME MANAGEMENT
CMPH	COLUMBIA MPH
GLOBAL	GLOBAL HEALTH POLICY & MANAGEMENT
HPM	DEPARTMENT OF HEALTH POLICY & MANAGEMENT
MSPH	MAILMAN SCHOOL OF PUBLIC HEALTH
PTM	PART-TIME MANAGEMENT
GPH	GENERAL PUBLIC HEALTH

have been established. The Part-Time Management MPH Program, originally called Columbia On-the-Job (COTJ), allows students who work full-time the option to take evening classes to get an MPH, and the Executive MPH Program provides classes for mid-to-upper career professionals who want to expand their understanding of management and healthcare.

When HPM's long-time Academic Director of Full-Time Programs, Susan Cohen, retired this summer, HPM decided to rethink its administrative structure. The administrative team worked together to build an organizational structure that could meet the needs of a growing department. "We've taken a new approach to reorganizing the academic team," explains Rebecca Sale, Director of Academic Programs and Special Projects. "Instead of simply filling Susan's position, we wanted to think about the most efficient way to run the department's academic programs." (See sidebar on page 3 for details.)

This year the department has focused on sustaining current programs and building new relationships across the department. In November, the department hosted The Exchange: A Networking Night, which provided an opportunity for current HPM students and alumni across programs to mingle, make connections and learn about professional opportunities in healthcare. "Ideally, we'd like to offer an event each semester which brings full-time, part-time and executive students together with alumni to create strong networking opportunities and strengthen the



Dr. Michael Sparer, Dr. Jeanne Lambrew and Dean Linda Fried at the November HPM lecture

sense of community in HPM," says Carey McHugh, HPM's Manager of Special Projects and Events. "In the spring we have the HPM Healthcare Conference, but we wanted to try an event like this in the fall. We had an excellent turnout. It was also a lot of fun. We're already planning to do it again next year."

In the fall, the department continued the HPM Lecture Series with two high-profile speakers. Jeanne Lambrew, Deputy Assistant to the President for Health Policy, carved out some time in her busy schedule to come and speak to HPM students and faculty about the role of analysis in the debate, passage, implementation, and defense of the Affordable Care Act. Ms. Lambrew discussed the phases of health reform and the planning involved in the current healthcare reform initiative. "In addition to being a very informed and thoughtful speaker, Ms. Lambrew was inspiring. It was a fantastic talk," says Debra Osinsky, Academic Program Manager. Adam Oliver, an expert in health economics and policy from the London School of Economics, also gave a lecture as part of the series. Mr. Oliver spoke about the past and future of the English National Health Service and how that compares to the US health system. Current EMPH student Kristin Myers ('15) found the lecture valuable, "The evolution of the NHS and the comparative analysis of key metrics of other healthcare systems was very interesting."

On November 9, HPM professors, alums and current students participated in the 7th Annual Healthcare Management and Delivery Case

Challenge, hosted by MSPH and sponsored by CIGNA and The Hay Group. The competition featured 25 teams tasked with responding to challenges posed in a pharmaceutical industry case, written by alum Larry Marsh (EMPH '13). Though the competition was open to participants from seven graduate schools across Columbia, the unprecedented first-place tie went to two teams comprised of HPM students. Judges included HPM professors and alumni, and students from HPM's full-time and executive programs took home awards. For a list of winners, see page 11.

Changes in some of HPM's degree programs are also forthcoming. Beginning in the fall of 2014, incoming management students will receive a Master of Health Administration (MHA) instead of a Master of Public Health (MPH) degree. Dr. Thomas D'Aunno, EMPH Faculty Director and HPM professor, has been a strong proponent of the change and believes that the MHA will add value for the students and the department. "The world of management science has expanded, and I believe the major advantage of the MHA degree is that it will give students more content on management knowledge, concepts, skills and tools." Additionally, he argues that offering an MHA will help the department keep pace with competitors.

As always, the department is looking ahead, creating ways to engage our students, faculty and alumni, and building initiatives that address the changing healthcare climate. In the long-term, the department hopes to establish executive non-degree programs with healthcare professionals in China, Dubai, Brazil and Paris. HPM also has plans to establish a Food Policy Center to address the growing obesity epidemic, launch a center to conduct research and provide training on a range of oral health issues, recruit new faculty to support a Public Health Law program and establish a research cluster that focuses on management and reform.

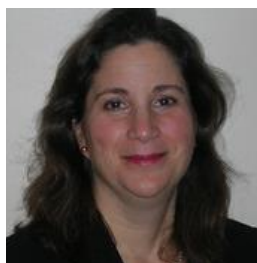


HPM alums at The Exchange: A Networking Night. From left to right: Shawn Nowicki, Sarah Rapoport, Christine Soufastai and Apurvi Mehta

Meet the New Additions to HPM's Administrative Teams



Marni Selman joins HPM following three years as an Associate Director of Career Services at Brooklyn Law School. In that role, she coached and counseled approximately three hundred students and helped them identify internship, post-graduate and networking opportunities in the corporate, litigation, and health law spheres. While at Brooklyn, Marni implemented the first LL.M. mentoring program, moderated and coordinated numerous career and professional development panels and strategized with students on their job searches. Prior to this, Marni worked as a corporate lawyer for two large New York law firms, Paul Weiss and Shearman & Sterling, and advised public and private companies on a range of debt and equity securities offerings in the technology, health, and oil and gas industries. Marni currently serves as the *pro bono* counsel to the Tanenbaum Center, an organization that seeks to combat religious prejudice in numerous capacities, including through the training of healthcare professionals who work with diverse patient populations. Marni graduated cum laude from Fordham Law School and magna cum laude from McGill University. She is very excited to become a part of the HPM team.



Dori Lorsch joined the Department of Health Policy and Management in April as Department Administrator. Prior to joining HPM, she was the Director of Financial Reporting in the Columbia University Medical Center Controllers' Office, where she managed the preparation and analysis of internal and external financial statements for top management, departmental administrators and the finance community. Dori spent 15 years at Time Warner Cable, which is among the largest providers of video, high-speed data and voice services in the United States. There she served in a variety of management and financial roles, including Director of Operations Accounting and Functional Team Lead of the PeopleSoft system implementation. Before joining Time Warner Cable, Dori worked for the corporate accounting group at Evian Waters of France, Inc. and started her career as an auditor with the firm Trien, Rosenberg, Felix, Rosenberg, Barr and Weinberg LLP. Dori is a Certified Public Accountant and has a Bachelor of Science degree in Accounting from Binghamton University.



Karen Burke has had an extensive career at Columbia University. Prior to joining the Department of Health Policy and Management, Karen was the Business Manager in the Department of Surgery at CUMC. She oversaw the effective and efficient management of the Department of Surgery's CORE infrastructure budget. She was heavily involved with the financial analysis, budgeting and compliance reporting of the department's faculty and staff daily, quarterly, and annual transactions. Working across business divisions, Karen has accepted lead responsibilities on multiple projects, most notably the successful integration of the ARC Accounts Payable system. Karen's new role in HPM is Administrative Manager. She will be responsible for providing administrative support to the educational and research programs, human resources functions and ongoing business operations in order to comply with the policies, procedures and regulations of the department, MSPH, CUMC, CU and external agencies. Karen will assist in setting, implementing, analyzing, preparing and monitoring accounting policies and financial reporting procedures.

HPM Academic Administrative Team

Rebecca Sale, MPH
Director of Academic Programs & Special Projects

Debra Osinsky, MPH
Academic Program Manager, Columbia MPH

Marni Selman, Esq.
Academic Program Manager, Columbia MHA

Rachel Sabb, MA
Manager of Academic Operations and Registration

Emily Austin, MFA
Coordinator, Practicum, Professional Development & Non-Degree Programs

Carey McHugh, MFA
Manager, Special Projects & Events

Paul McCullough
Administrative Coordinator

Dahlia E. Rivera
Administrative Coordinator and Executive Assistant to Michael Sparer



Message from the Chair

Welcome to the Fall 2013 issue of *The Link*, the newsletter for and about the Department of Health Policy and Management (HPM). Our Link editors (Carey McHugh and Rebecca Sale) just handed me a copy of this latest edition (minus my still to-be-written “Note from the Chair”), and I’ve spent the last 20 minutes taking a look. And I am again so impressed at how the two of them have, in just a dozen pages, so nicely captured the spirit and the mission of our department.

I was especially glad to see the cover story in which Sheila Gorman reminds us that back in the early 1970s we were a “Division of Administrative Medicine” and almost the whole school was housed right here on the corner of 168th Street and Broadway. We have come a long way! For me, however, and for those who were part of the Executive MPH Program during its initial 15 years, Sheila was and remains an inspirational figure, the founder and first director of the EMPH Program, a superb Deputy Chair of the Department, and a smart and savvy advisor to both faculty and students.

This issue of *The Link* also provides a window into our superb students, alumni, faculty, and staff. For example, not only is Sara Gorman (CMPH ‘15) helping Professor Larry Brown and I on a study of health reform here in New York, she also is about to publish a book with Oxford University Press on risk perception! Similarly, Professor Tom D’Aunno, the faculty director of the EMPH Program, is about to become Editor-in-Chief of *Medical Care Research and Review*, one of the best journals in the fields of health services research and management! We’re also proud to profile Anita Wilenkin (’82), the Chief Operating Officer of the Open Door Family Medical Centers, who is a leader in helping to design a reformed and improved health delivery system for low-income populations.

As *The Link* makes clear, there is a lot going on in HPM! There are lectures by prominent policymakers (such as Jeanne Lambrew, Deputy Assistant to President Obama for health policy), and highly respected academics (such as Adam Oliver of the London School of Economics). There is our remarkably talented faculty and staff (including the three new administrators profiled in this issue, Marni Selman, Dori Lorsch and Karen Burke). There is our increasingly integrated and comprehensive academic curriculum, including a recently revised overhaul of all of our quantitative skills courses and an exciting Professional Development Program (PDP) that is mandatory for all full-time students.

Perhaps most of all, there is the big picture in which we participate: we are all part of a health and healthcare system that is in an extraordinary state of flux and transition. For just one example, the movement toward so-called systems of “accountable care” is encouraging groups of providers and insurers to take on financial risk for population health, even though such groups have little experience with how to integrate population health management into existing medical care systems. This complicated and evolving environment offers HPM (with its expertise in both domestic health policy and health management) the opportunity to contribute to the effort to define, develop and implement needed solutions to emerging challenges. There could not be a more important challenge.

So enjoy this issue of *The Link*. Stay connected with us here in HPM. Offer your ideas and input. And most immediately, have a great Thanksgiving holiday. We here are certainly thankful for all of you!

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

**“We are all
part of a health
and healthcare
system that is
in an
extraordinary
state of flux
and transition.”**

Spotlight on Sara Gorman (CMPH '15)

"There's a lot of pressure to figure out what you're doing right away, but it takes longer than you think sometimes," Sara Gorman says. And she should know—her career path has taken a number of unexpected turns. Several years ago, Gorman enrolled in a PhD program in English literature at Harvard, but she had doubts about pursuing a career as an English professor. "I wanted to have a greater impact," she explains, "and I wanted to be more engaged in fast-paced world events in a field that was updating really quickly." She found her way to public health, partially through writing. "I began to write a lot for public health organizations, and I had a lot of flexibility in terms of what I chose to write about, so I learned a lot about very interesting topics in public health, and that was the first step to realizing that I was really interested in it." Still working on her PhD, but interested in gaining experience in public health, Gorman began to work in the Epidemiology Department at the Harvard School of Public Health, and from there, she started to think about pursuing an MPH.

On her decision to enroll at Mailman, Gorman, a native New Yorker, says, "I really wanted to be in New York. Of the programs I looked at, I saw that at Columbia the quantitative aspects were rigorous, so that was something I was looking for, but also, I had my eye on ICAP [International Center for AIDS Care and Treatment Programs]. I had seen a lot of research coming out of there, and that was a huge draw for me," she remembers. After entering Mailman in September, Gorman connected with ICAP's Harlem Prevention Center and began work with them on a proposal to study HIV risk in homeless populations. "If we get this grant then I could be on the front lines of implementing and researching," Gorman explains, enthusiastically. "I'm learning a lot more about how to design experiments, so it's a really great opportunity to get some hands-on experience."

In addition to her collaboration with ICAP, Gorman has been involved in research projects with HealthRight International and the Vera Institute of Justice. At HealthRight, she analyzed data from a project which implemented semi-mobile HIV clinics in rural Kenya. "I looked at the outcomes, and I got a statistician on board to analyze the data, and we looked at retention, adherence, and mortality rate," she explains. She is finalizing the paper and plans to submit it for publication soon. At the same time, Gorman was working on another project at the Vera Institute of Justice. The project explored how correctional officers and doctors working in correctional facilities might share inmates' medical information with community healthcare providers, to allow for consistency in care for inmates upon release. Specifically, Gorman worked on the project's website, which offers step-by-step guidelines on how to implement the program. Working on this project also inspired Gorman to write a paper about how the Affordable Care Act will affect information sharing. "The number of people who are in these incarcerated populations who are going to be eligible for health insurance is going to increase," she explains, "so this issue is going to become more relevant because they will have access to care, so sharing information is going to be a huge piece in making sure that it's appropriate care."

Gorman explores a range of topics in public health through her regular contributions to science blogs like *The Pump Handle* and *PLoS Speaking of Medicine*. Many of her articles focus on policy issues, and she has tackled a number of topics including HIV/AIDS, mental-illness and gun control, disease, and vaccines. Gorman is free to write about topics that catch her eye, "I'm really interested in the psychology of risk perception and how that affects people's health behaviors," she says. "Sometimes there are things that I've read about and think, there is a gap in the literature, and



Sara Gorman (CMPH '15)

I really want to explore this one particular issue, or we should be approaching it this way, and I really want to highlight a particular topic." She also keeps her Facebook and Twitter accounts updated with postings about new articles and discoveries in public health. She emphasizes the importance of social media and public health, specifically in terms of epidemiology, "One thing I've been thinking about a lot is how epidemiologists, in particular, should interact with the media. There's also a lot of material on how social media can help with tracking disease outbreaks. Social media can have a huge impact."

Gorman has other exciting projects in the works: She is currently working with Drs. Michael Sparer and Larry Brown on a project evaluating exchanges in New York. Additionally, her book has recently been accepted by Oxford University Press. "It has to do with risk perception," she explains, "I'm sort of applying that theory across a broad range of situations in which people don't believe medical fact or they just don't believe the evidence: vaccines and autism is one chapter, the HIV denialism is another."

Gorman is happy to be back in the city. She enjoys the cultural institutions and exhibits the city offers. She is also an avid opera lover and is looking forward to attending performances at the Met. Perhaps because her life and her career path have taken so many unexpected turns, Gorman feels confident about her future. "Even though I have this firm academic background, I'm moving away from academia," she says. "I think an ideal environment for me would be a place like a foundation or think tank. That's really the direction I'm going."

Alumni Profile: Anita Wilenkin ('82)

We talked with Anita Wilenkin, COO of Open Door Family Medical Centers, about her experience working in community health and the changes she expects to encounter under the ACA.

You are the COO of Open Door Family Medical Centers, a community health center in Ossining, New York. Can you talk about Open Door and the services it provides?

Open Door Family Medical Centers was founded in 1972 in the basement of the First Baptist Church in Ossining, and first operated as a free clinic, staffed by nearly 100 local volunteers. Today, Open Door is a nationally recognized, Federally Qualified Community Health Center (FQHC) serving as the healthcare home to more than 40,000 individuals in the Westchester and Putnam areas of New York. Open Door's facilities are located in designated underserved communities. Patients make over 200,000 visits annually to our sites in Ossining, Port Chester, Mt. Kisco, Sleepy Hollow, our newest site in Brewster, and our five school-based health centers in Port Chester.

Open Door is an important safety net in our community. By providing fundamental medical, dental and mental health services, we ensure that every family member has a place where they are guaranteed quality, affordable healthcare. Providing healthcare to everyone, regardless of their ability to pay, is often a challenge. At Open Door, our ability to meet our mission is based on a balance of patient service revenue, federal, state and local grants, and private philanthropic support. For many working families, the cost of healthcare is too great to bear. When the uninsured delay seeking care, everyone shares in the resulting cost burden.

Recently, Open Door has seen some important successes. In 2010 we were recognized as a Level 3 Patient-Centered Medical Home, and in 2012 as a Recognized Diabetes Practice by the National Committee for Quality Assurance (NCQA), a private, not-for-profit organization dedicated to improving healthcare quality. This is no ordinary distinction. It demonstrates that Open Door is a top quality healthcare delivery system and among the top 12% of medical providers in the country that qualify for such recognition. In 2010 Open Door Family Medical Centers received the Health Information Management Services Society (HIMSS) Community Health Davies Award For Excellence. The award recognizes excellence in the implementation and use of health information technology, specifically electronic health records (EMRs). Members of the Davies Award committee noted that the center staff had shown leadership, vision and enthusiasm in its EHR implementation, and we continue to reap the benefits of improved patient outcomes and operational efficiencies.

What are your primary responsibilities within the organization?

As the Chief Operating Officer of Open Door, I am responsible for the daily operations of the primary care facilities in Westchester and Putnam. In addition to managing the site logistics, my team and I are responsible for ensuring we have the resources and finances to help us meet our mission and expand our services. I work with an excellent executive leadership team that shares ideas and challenges to find ways to address health in our communities. I have been with this



Anita Wilenkin ('82)

organization for a little more than five years, after having spent more than twenty years in other community health centers and hospital-based ambulatory settings. My focus on ambulatory care is based on the belief that primary care, preventive care, and educating our families about healthy lifestyles contribute to the health and well-being of our communities.

How do you see the role of community health centers changing under the Affordable Care Act?

The Affordable Care Act (ACA) recognized that community health centers would be major players in the new model for healthcare expansion. The ACA established the Community Health Center Fund that provides \$11 billion over a five year period for the operation, expansion, and construction of health centers throughout the nation. At Open Door, the funds were used to create additional clinical spaces and provided the opportunity for us to expand into Putnam County, where there were no full-time community health centers. Our organization recognizes that in order to be able to support newly insured people obtaining coverage through the NYState of Health Marketplace, we needed to contract with new insurance companies. We believe these new insurance plans will bring in individuals that work in small businesses, as well as additional individuals newly covered by government-supported insurance such as Medicaid

and Child Health Plus.

What do you predict will be the biggest challenges community health centers will face going forward? How is Open Door preparing to meet these challenges?

In preparing for the impact of the ACA, community health centers will face new competition, and to attract and retain our patients, we recognize that we must continue to improve. The challenge will be developing systems that are efficient and reduce barriers for care-seeking. For instance, expanding hours to include evening appointments and finding the staff that is willing to work non-traditional hours will be a challenge. Our focus on being culturally competent also puts an extra demand on finding the right staff for the communities we serve.

“I would encourage all graduating students to stay involved with healthcare organizations that are supporting their public health interests.”

None of this is expected to be easy, but we believe that Open Door is well positioned as an innovator and a risk-taking organization. Because of this, we believe our organization will be attractive to well-informed patients seeking healthcare as well as individuals seeking employment.

Can you describe a particular, memorable professional experience and how it changed or reinforced your perspective on community health?

Before beginning my MPH at Columbia, I worked for several years as a speech-language pathologist in public schools and in community agencies serving children with disabilities. One of my therapy students was discharged from a residential treatment center at age 12 after finally being diagnosed as hearing impaired. He lost all those early years to not hearing because no one who cared for him sought a simple hearing assessment. This experience continues to influence my perspective on community health.

Another incident stands out in my mind: I received a thank-you note from a student I treated when she was in middle school. She was diagnosed with cerebral palsy and was determined to go to college. In her note, she thanked me for believing in her and encouraging her to advocate for herself. She wrote to tell me that she had graduated from college and was continuing her schooling to become a psychologist. This note confirmed my interest in affecting change in this field. Because of experiences like this, I decided to pursue my MPH at Columbia University.

You were affiliated with HPM in the early 1980s when it was still the Division of Health Administration. Can you talk about a specific project you worked on during your time at Columbia?

While I was at Columbia, I had the opportunity to work on a study in the New York City school system with the support of the President of the City Council, Carol Bellamy. The project helped inform my thinking and ultimate support for school-based health centers. In the late 1970s and early 1980s, budget cuts had drastically reduced school resources. The project focused on the impact that the reduced number of school nurses and

their limited availability had on student health and attendance. Since graduating from Mailman, I have had the opportunity to work in collaboration with several school principals to bring in school-based health centers. These programs are rewarding because they represent a true partnership with a school and the community of families they serve.

Given the current fluctuations in the healthcare world and your long career in health administration, what advice would you give to students who are graduating with MPH degrees?

Given the employment situation that we have experienced during this recent recession, I believe in the value of internships—paid and unpaid. They provide an opportunity to engage and learn from those around you. There is no position or work in a health facility that should be seen as beneath any of us. We can learn from every task.

Also, I would encourage all graduating students to stay involved with healthcare organizations that are supporting their public health interests. No matter your role, stay connected to organizations such as the American College of Healthcare Executives (ACHE), Medical Group Management Association (MGMA), and American Health Information Management Association (AHIMA). These organizations provide an opportunity to stay current with issues in healthcare and engage with fellow alums from Mailman.

If you find yourself in a community health center, the National Association for Community Health Centers (NACHC) and Community Health Center Association of New York State (CHCANYS) may be organizations that interest you. When I say get involved, it means defining your role as not just a member, but someone who participates in committees and even leads a chapter. The skills and the networking gained will support you throughout your career.

Faculty Corner

Dr. Thomas D'Aunno, HPM professor and EMPH Faculty Director, looks forward to his new position as Editor-in-Chief of *Medical Care Research and Review* and looks back on how he arrived here.



Dr. Thomas D'Aunno

In January 2014, HPM professor Dr. Thomas D'Aunno will begin his new position as Editor-in-Chief of *Medical Care Research and Review* (MCRR), a prominent healthcare journal which tackles a broad range of healthcare issues. "I'm proud to have this position because MCRR is a journal that has been around for over 50 years, and it has made a number of distinctive contributions with the articles that it publishes," D'Aunno says. One reason he took the job as editor is because he believes the papers it publishes are crucial for advancing knowledge and practice in the field of health services research and management. MCRR publishes a range of articles including review papers, which examine large bodies of literature; conceptual papers, which offer theoretical models to attack a problem; and standard empirical papers, which present data to answer a specific question. There are no page limits on the papers—a feature exclusive to MCRR. He points to the importance of MCRR as a journal which "crosses policy and

management lines along with clinical research; it's quite a broad journal with a broad mission."

D'Aunno knows the position will come with challenges, including competition with a number of high-quality journals in the field, but he becomes animated when he talks about his vision for MCRR. He has plans to improve the profile of the journal so that the papers have a larger impact. "Specifically, we will need to take advantage of social media and other media outlets that get the word out about the important findings that our papers have. It's a lost opportunity not to try to affect practice in terms of policy or policy-maker and manager decisions. MCRR has an excellent editorial board and a well-established history, but I think strategically, the challenge is to get a little more recognition to have a greater impact."

Making an impact seems to be D'Aunno's strong suit. His enthusiasm is contagious, and his students are quick to distinguish him as an engaging, challenging professor. Before joining HPM, D'Aunno spent six years as a faculty member at INSEAD (The Institute for European Business Administration) a prominent international business school, located outside of Paris. His experience at INSEAD presented new challenges which helped him sharpen his teaching skills. "In terms of content, I learned new cases and materials to teach," D'Aunno explains, "in terms of process, I really learned how to use the case-method and other experiential learning. I also learned a lot about teaching in a multi-national, multi-cultural environment. My experience at INSEAD was an important part of my career."

D'Aunno has taught organizational behavior across HPM's programs. Regardless of the population he is teaching, D'Aunno emphasizes that to be effective managers, students must ask the right questions, not only of their organizations, but also of themselves. He

encourages his students to evaluate their own strengths and weaknesses as leaders and look for areas for self-improvement. D'Aunno also explores the knowing/doing gap in his courses, and stresses the importance of self-reflection in light of this phenomenon. "A lot of what is evidence-based practice for managers, we know intellectually, but we don't follow through with," he argues. "Because of human nature, we're hardwired to make different kinds of decision errors. I'd like my students, as part of their questioning, to ask themselves 'How am I doing with respect to this knowing/doing gap problem? Do I know what evidence-based practice is? Am I following it? How can I overcome these barriers?' Asking these types of questions is really the key to improving leadership and management practice."

D'Aunno's professional path was not always so clear cut. "In high school I decided I wanted to be a clinical psychologist, possibly from watching the *Bob Newhart Show*," he recalls, laughing. But he began to rethink his academic career in clinical psychology during his first field placement in a regional psychiatric hospital for children and adolescents. He questioned the impact he was having as a clinician, and encouraged by a course he was taking in community mental health, he decided to shift his focus. "I believed we could organize our services and outreach more efficiently to really make a difference. So I became very interested in the community approach, away from clinical one-on-one practice," he remembers. The shift prompted D'Aunno to enroll in a doctoral program at University of Michigan that specialized in organizational psychology. The program was a better fit for his interests, and ultimately helped him establish a career using organization theory and research methods to study healthcare and social service organizations.

Over the years D'Aunno has been active in many research projects focused on

organizational change. One specific angle that he explores is how alliances among organizations within a community—particularly in the context of hospital service providers—can work together efficiently to improve service delivery. D'Aunno is currently involved in a number of long-term research studies. The aim of one such project, funded by the Robert Wood Johnson Foundation, is to evaluate collaboration among community organizations broadly involved in health. The initiative began several years ago. "They funded alliances to work in 16 different communities across the US," D'Aunno explains of the study, "now I'm part of a team to evaluate the survey and interview data that they collected to try to understand how these alliances work and how they contribute to improving community health." D'Aunno recently started work on another project, funded by the National Institute of Health, to conduct a five-year study of how

"It's an interesting time in healthcare, and the studies take advantage of the changes that are anticipated, or in some cases, those that are finally starting to take place."

healthcare reform will affect the nation's drug abuse treatment system, specifically, examining the ways healthcare reform might improve quality of care, keep costs down, and improve access to care. "It's an interesting time in healthcare," D'Aunno says, "and the studies take advantage of the changes that are anticipated, or in some cases, those that are finally starting to take place."

It is difficult to imagine with all of this on his plate that D'Aunno has much free time outside of his professional obligations, but when he's not working, he enjoys

spending time with his four-and-a-half year old son, and can be found chasing after him in New York's parks. He also has a standing pick-up basketball game on Wednesday evenings, which causes him to "limp into the office on Thursday mornings." In his more introspective mode, D'Aunno prefers to lose himself in a good novel. "Right now I'm reading *Canada* by Richard Ford. I like to read fiction because it takes me away from my work." In light of all D'Aunno does, it's easy to see why he might need an escape.

Have You Heard?

HPM Faculty & Staff Updates

HPM faculty member **Peter Muennig's** book *Introducing Global Health: Practice, Policy and Solutions* (Jossey-Bass) was published in August.

Professor **Claire Wang's** study about the effects of a cap on soda size was published in the *American Journal of Clinical Nutrition* (June 12, 2013).

HPM administrator **Snowden Wright's** novel *Play Pretty Blues* (Engine Books) was published in November. The book imagines the life and death of Robert Johnson, famed blues guitarist, filling in where history leaves off.

An article by Professor **John W. Rowe**, "Substantial Health and Economic Returns from Delayed Aging May Warrant A New Focus for Medical Research" was published by *Health Affairs* (October 2013).

Professor **Margaret Kruk** makes a case for universal health coverage in a paper titled "Universal Health Coverage: A Policy Whose Time Has Come" (*BMJ* October 2013).

Professor **Jeanne Stellman** co-authored *The Ontario Independent Fact-Finding Panel on Herbicide 2,4,5-T*, a report released in June 2013 to determine where, when and how this herbicide was used by government ministries and agencies in Ontario and to determine the potential health impact of exposure.

Lori Rassas contributed to an article covering off-duty conduct, a topic she discusses fairly extensively in her EMPH HR Management course. The article "Policing Medical Practice Employees After Work" was printed in *American Medical News* (August 2013).

Earlier this year, EMPH faculty member **Don Sexton** was chosen to be President-Elect of the New York American Marketing Association, the organization of marketing managers in New York City. He will take office as president on July 1.

Professor **Nan Liu** received third place in the Junior Faculty Interest Group (JFIG) paper competition, organized by the Institute for Operations Research and the Management Sciences (INFORMS) for his paper "Optimal Choice for Appointment Scheduling Window under Patient No-Show Behavior."



Book Nook

We've asked our faculty to recommend a book or article that offers a valuable perspective on some aspect of the healthcare industry. Happy reading!

Kate Garrett (Healthcare Quality) recommends an article in September's AHRQ WebM&M, a discussion between Dr. Robert Wachter and Sidney Dekker, author of several books on system failure and human error, on the interplay of patient safety, accountability, organizational hierarchy and the culture of healthcare.

Miriam Laugesen (Health Policy and Political Analysis, Interest Group Politics) suggests *Worldly Philosopher: The Odyssey of Albert O. Hirschman* by Jeremy Adelman. Hirschman is one of the most interesting intellectuals of the 20th Century. His work spanned many topics, including economic history, development politics, and economics. What is remarkable is that he drew insights from the interaction of markets and government around the world by looking at specific cases (such as railway services in Africa) that offer lessons that are broadly generalizable across many areas of public policy—for example I've found his theory of "Exit, Voice, and Loyalty" useful for understanding cross-border healthcare.

Matthew Neidell (Analysis of Large Scale Data Sets, Applications of Research Methods, and Environmental Health Economics) recommends *The Green Mile* by Stephen King. A truly fascinating novel that is worth reading if you want a break from thinking about public health.

David Rosenthal (Managing Public Health Non-Profits) suggests "Marital Status & Survival in Patients with Cancer" Ayal A. Aizer, et. al, *Journal of Clinical Oncology* (September 2013).

Don Sexton (Healthcare Marketing) recommends *Steve Jobs* by Walter Isaacson. It is a fascinating story of a complex person, but also a penetrating and frank description of what really happens in organizations. I think it should be required reading for all students of management.

Bhaven Sampat (Research Techniques and Applications in Health Services Administration: Policy) suggests Charles Manski's *Public Policy in an Uncertain World*. The book looks at the difficulties of making policy in the context of scientific uncertainty and the dangers created when scientists morph into stealth issue advocates.

Michael Sparer (HPM Core, Health Policy & the Political System) recommends *Supreme Power: Franklin Roosevelt vs. The Supreme Court* by Jeff Shesol. This look at the constitutional battle between Roosevelt and the Supreme Court in the early 1930s is a remarkable story about a remarkable piece of American history, one that helped to usher in the "second American revolution," an empowered federal government, and an increasingly partisan debate over the scope and authority of federal power.

Executive MPH Class of 2013 Commencement Address



Michael Dowling, President and CEO of North-Shore Long Island Jewish Health System

In October, the EMPH Class of 2013 celebrated their commencement at the Roone Arledge Auditorium on Columbia's main campus. Michael Dowling, President and CEO of North-Shore Long Island Jewish Health System, delivered the commencement address. He kept his message positive, acknowledging the difficulties embedded in the changing healthcare industry, but focused on the possibilities. "We have to recognize that currently there are a lot of great things occurring in healthcare," he noted. "It is very important for people in leadership positions to not only talk about what is not going well, but to talk about the efforts that are succeeding."

Mr. Dowling also acknowledged the climate of change occurring in industries other than healthcare and the importance of looking outside of healthcare to consider solutions and avenues for transformation. He stressed the need to embrace new business models, specifically focusing on the shift from inpatient to outpatient care and from episodic care to population health. His address ended with a call for the graduates to embrace their leadership roles, "We have an obligation and a responsibility to make a distinctive difference and to understand that the essence of leadership is about managing the present, selectively forgetting the past and creating the future."

HPM Highlights



Monica Mehta (EMPH '13)

Monica Mehta (EMPH '13) gave the student address to her peers at the EMPH commencement ceremony.

Monique Monita (CEOR '13) received the Novartis Fellowship.

Nga Yan Chow (FTM '14) was the recipient of a fellowship with Mass General Hospital.

Ruchit Ravji Kumbhani (FTM '14) received the University of Chicago Medicine Administrative Fellowship.

In early November, HPM held an **Alumni Networking Event** hosted by Olivia Wolfe at her SoHo clothing store American Two Shot. The event was organized by Carolyn Halik (PTM '11) and reconnected recent alums in a hip, downtown environment. Michael Sparer said a few words about the mission and vision of the department and enjoyed reconnecting with many familiar faces.

EMPH alum **Nancy McGee** (EMPH '08) co-authored an article in the Health Policy Brief section of *Health Affairs* on Specialty Pharmaceuticals.

Congratulations to All Case Competition Winners

First-Place Teams:

EMPH 2014

Advised by Prof. Donald Ashkenase
Susan Switzer (EMPH '14), Captain
Carin Ohnell (EMPH '14)
Veeral Sheth (EMPH '14)
Sharon Leung (EMPH '14)

Salus Advisory Group

Advised by Prof. Tom D'Aunno
Morgan Resta-Flarer (FTM '14), Captain
Emer Cunningham (FTM '14)
Christina DiStefano (FTM '14)
Yasmin Wazir (FTM '14)

Third-Place Team:

CBS Cluster YW

Liza Reynolds (MBA), Captain
Josh Hessian (MBA)
Sabrina Stucka (MBA)

Fourth-Place Teams:

IngenuityHealth

Advised by Prof. Tom D'Aunno
Jasper Yan (FTM '15)
Stephanie Kye (FTM '15)
Robert Song (Columbia Business School and Physicians & Surgeons MD-MBA Program)

ABHIK-5

Advised by Prof. Tal Gross
Brijid Jung (CMPH '15), Captain
Allison Portney (EPI)
Hae-In Yoo (EHS)
Indira Behara (GPH)
Kamila Berkalieva (CMPH '15)

Jason Friesen, a paramedic and graduate of the EMPH program ('12), discusses his non-profit Trek Medics

Trek Medics International is a non-profit organization that improves emergency medical systems in developing countries. It started as a loose-knit collection of every-day responders that recognized a clear opportunity to improve basic emergency care through low-cost/high-impact initiatives. Having benefited greatly from the rigorous study and a de facto incubation process from my time in the EMPH program, Trek Medics has since evolved into an inspired group of motivated healthcare professionals with more than ten Mailman alumni providing skills and oversight in all aspects of the organization's operations. Since August 2012, Trek Medics' dedicated full-time staff has been working to complete beta-testing for their SMS-based emergency dispatching software, Beacon, with efforts currently focused on the southern coast of Haiti. Beacon reduces the response time gap in resource-limited communities by allowing community first responders to quickly locate, treat, and transport emergency victims from the scene to the hospital by relaying basic text messages. They expect to expand testing to two additional locations by January 2014, and hope to finalize software development and go live by Spring 2014. Their work with Beacon was recently featured in an article on Time.com, "The Startup That Aims to be Uber for War Zones" by Denver Nicks (Oct. 05, 2013), and a short synopsis of their approach can be read in a Letter to the Editor, published in the New York Times on Nov. 13, 2013.

To find out more about Trek Medics visit their website www.beacon.trekmedics.org

Stay Connected!

SAVE THE DATE:

HPM Healthcare Conference
Friday, April 11, 2014
Columbia University Club of New York

ALUMNI:

Update your contact information via the HPM homepage:
www.emph.columbia.edu/alumni_update_form.html

Check out our EMPH student blog: www.columbiaemph.wordpress.com

Check the HPM website for future issues of *The Link* to keep up with what's happening in the department.

Contact HPM to share your updates.
Email Carey McHugh: ctm2101@columbia.edu



Congratulations to the EMPH Class of 2013!

THE LINK

A Health Policy & Management Newsletter

Issue 4
Fall 2013

Editors

Carey McHugh, MFA
Manager, Special Projects

Rebecca Sale, MPH
Director of Academic Programs &
Special Projects

Emily Austin, MFA
Coordinator,
Practicum, Professional Development &
Non-Degree Programs

Michael Sparer, PhD, JD
Professor and Chair