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JHAWK

forecast

The Jayhawk Healthcare Administrators Working for Kansas student organization promotes leadership, marketability, relationships, and knowledge for students pursuing a career in health services administration through personal and professional development activities.

Welcome Jayhawks

By President T. Paul Rohrer, Jr.

Welcome! Bienvenido! Willkommen! Benevento!

On behalf of your JHAWK Student Organization, I would like to welcome the first-year and continuing students to a new year in the MHSA program. Jayhawk Healthcare Administrators Working for Kansas, or JHAWK, is the student organization for the Department of Health Policy & Management.

Our mission is to promote leadership, community involvement, marketability, relationships, knowledge, and personal and professional growth. JHAWK is governed by an Executive Board elected by peers to serve one-year terms in office. As we approach the third year of JHAWK programming, I have to say that I am genuinely excited to start classes – not only because this is my final year, but because we have a lot of exciting things planned.

Over the summer, the Executive Board and active members held several plan-

ning sessions to create value-added programming, and these sessions were based on feedback from a survey completed by JHAWK members at the end of last year. Events planned for the fall semester include:

- a resume workshop
- a Royals vs. White Sox outing and a pre-game tailgate
- a community service project with Kansas University Medical Center and The University of Kansas Hospital
- a guest lecture from a representative from ACHE (American College of Healthcare Executives),
- a leadership development workshop
- and a holiday party.

Events will be posted on our website (www.jayhawkhealth.com) and notifications will be sent out to your KUMC email account.

We have also been working on developing closer ties with professional or-

ganizations in our area, including ACHE and HIMSS (Healthcare Information and Management Systems Society). Throughout the year, we will be sending out information on events specific to these educational and networking opportunities. Because these events are held during the work-day, I often had to make time in my schedule to attend events, but it has been well worth it.

As we start another great year, please consider becoming active in your student organization. We are a great supplement to classroom work and hope you will join us for the many activities we have planned. It is rewarding to see the results of the work that is put in by everyone, to have fun at the social events and to celebrate our successes! For more information on JHAWK, or if you have questions please go jayhawk-health.com or email jhawk@kumc.edu. Have a great year and I look forward to seeing you at our first event!

Meet the 2008 Executive Board

By The Executive Board

PRESIDENT

T. Paul Rohrer, Jr.
Hometown: Lake Quivira, KS
Undergrad: Drake University
Degree: B.S. in Business Administration - Marketing
Residence: Prairie Village, KS

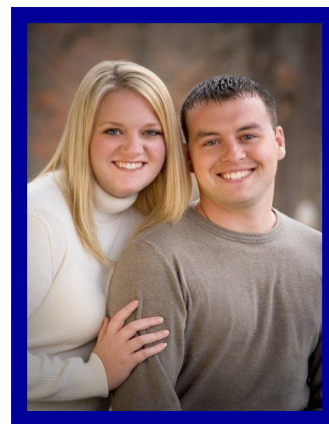
Paul is in his final year of the program and works as an Information Systems Analyst in the Application Solutions Group at Saint Luke's Health System. As a member of the Patient Resource Team, he supports the enterprise scheduling, surgical resource management, and eICU applications. Prior to beginning the MHSA program in 2006, Paul worked as a sales manager for Palmentere Brothers, a local beverage distribution company. Paul and his wife, Jessica, enjoy entertaining, playing tennis and outdoor activities together.



VICE PRESIDENT

Susan Brown
Hometown: Fort Scott, KS
Undergrad: University of Kansas
Degree: B.S. in Communication Studies
Residence: Overland Park, KS

Susan Brown is in her third year as a part-time student. She currently works in Marketing at The University of Kansas Hospital. She coordinates the development of print pieces (brochures, postcards, etc) to promote the hospital's various product lines to consumers and referring physicians. Susan graduated in 2005 with a bachelor's degree from the University of Kansas in Communication Studies with a minor in Leadership. Susan and her husband, Jake, enjoy boating, traveling, and breweries.



TREASURER

Ryan Schauer
Hometown: Springfield, MO
Undergrad: Evangel University
Degree: Business Administration
Residence: Olathe, KS

Ryan became interested in pursuing an MHSA when he began his Air Force career as an ICU medic. For the last eight years he has served in various active duty Air Force positions related to health care. His current assignment is to recruit health professionals for active duty service covering a four-state area.



LIAISON

Kevin Arnhold
Hometown: Hutchinson, KS
Undergrad: Emporia State University
Degree: B.S. in Economics
Residence: Mission, KS

Kevin is a full-time student in his last year of the program. He works part-time teaching tennis at Homestead Country Club. Kevin did his internship this past summer at Hutchinson Hospital. In his free time, he enjoys snake wrangling, speed walking, and scrabble.



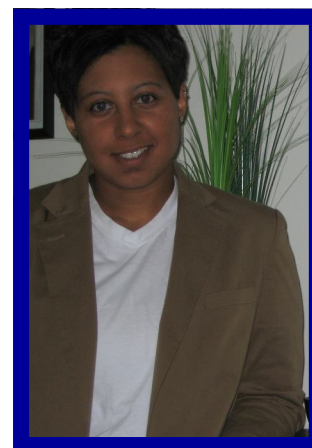
Meet the 2008 Executive Board

By The Executive Board

INFORMATION OFFICER

Laura Jones
 Hometown: Omaha, NE
 Undergrad: Creighton University
 Degree: B.S. in Health Administration and Policy
 Residence: Kansas City, KS

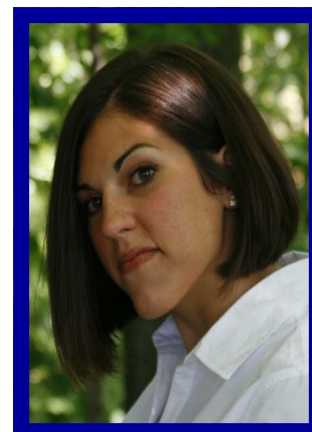
Laura is a full-time student in her last year of the master's program. After graduating she hopes to pursue her doctorate degree in Health Administration. Laura did her internship this summer at the Guidance Center located in Leavenworth, KS doing work in their IT department. She has also worked at the University of Nebraska Medical Center doing work in the Epidemiology and Infectious Control Unit. When Laura has free time, she enjoys cooking, playing her seven musical instruments, hanging out with friends, watching a Yankees game, watching college sports (GO KU!!!), and taking road trips.



OUTREACH OFFICER

Erica Kloehn
 Hometown: Chilton, WI
 Undergrad Institutions: University of Wisconsin-Milwaukee
 Degree: B.S. in Biological Science & B.S. Clinical Lab Science
 Residence: Kansas City, KS

Erica is a full time MHPA student and plans to graduate this coming spring. She is currently working full time as a cytotechnologist at the University of Kansas Hospital. As a cytotech, she diagnoses benign and infectious processes, precancerous lesions and malignant disease. Erica is also a clinical instructor for the KU School of Allied Health Cytotechnology program. Erica and her soon-to-be hubby Chris can be often found running, cooking, and doing yard work together, as well as traveling back and forth between their homes in Kansas City and Fort Collins, CO.



PLANNING OFFICER

Melissa Wolken
 Hometown: Greeley, KS
 Undergrad: Kansas State University
 Degree: B.A. in Psychology

Melissa is a full time MHPA student in her last year of the KUMC program. She also works full time as a Patient Advocate at Saint Luke's Hospital of Kansas City. Melissa decided to obtain her degree because of her experience with National Research Corporation, an international healthcare research firm out of Lincoln, Nebraska. Her plans after graduation are unclear; primarily because she focuses on tackling one full-time school/full-time job semester at a time. When she's not at school/work, Melissa likes to spend time with her fiancé Jerry and dog Diesel. In her free time she likes to watch HGTV and spend time in Greeley with her family.

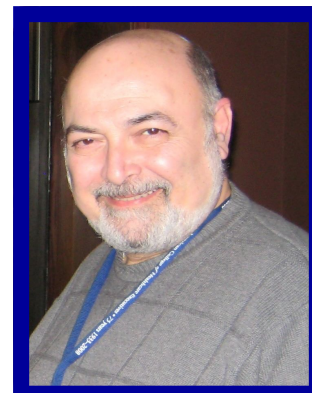


FACULTY ADVISOR

Dr. Michael Grasso
 University: Virginia Commonwealth University's Medical College of Virginia
 Degree: Ph.D. in Health Policy and Research
 Residence: KU Medical Center

Dr. Grasso is one of the HP&M faculty members. His teaching and research interests are in medical informatics and health care finance. He teaches courses in Management Information Systems (HP&M 826), Health Care Finance (HP&M 824), Managerial Accounting (HP&M 825), Reimbursement Models (HP&M 831), as well as Health Care Statistics (HP&M 817). He has been a member of the faculty in the Department of Health Policy and Management since 2002.

For more information on Dr. Grasso, please visit:



The Intern Files

Developing the Competitive Edge

By Alison Starks



Preceptor:

Dr. Peter Wong
Vice President of Quality and Safety

Organization:

Sisters of Charity of Leavenworth Health System Lenexa, Kansas

I have accepted a year long position at Sisters of Charity of Leavenworth Health System (SCLHS) located in Lenexa, Kansas. My position at SCLHS is as the Quality and Safety Intern where I report directly to Dr. Peter Wong, who is the Vice President of Quality and Safety. In this position I work on a daily basis with a variety of areas from Performance Improvement, Accreditation and Regulatory Readiness, Data Specialists, Risk Reduction, Infection Control, Environment of Care, and Emergency Operations. Needless to say, this has been an opportunity to gain exposure to a multitude of focus areas!

To start off, let me give you a little bit of background on SCLHS. This is a Catholic, not-for-profit health system with three hospitals in Kansas, three in Montana, two in Colorado, and one in California. The hospitals range in size from 50 to 550 bed sizes. For the affiliates, the role of the system office has evolved in recent history creating a necessary culture change. Previ-

ously, the system has been a holding company, operating in a more decentralized manner. In the pursuit of excellence, the system is now moving toward an operating company which will allow for greater consistency in the affiliate's clinical and operational performance. As many of you know, changing a practice and culture that has been in place for a long time can be challenging on many levels. As an intern



in this system, I have been exposed to concerns presented by the Affiliates and had the opportunity to observe how the system office responds. Because not all the affiliates are the same, there have been opportunities to learn how to approach and deal with leading cultures through change in more than one manner. My observations here have taught me to understand that the responses of people will always vary and one mechanism for dealing with those responses is not always effective for everyone.

In the midst of striving for quality and performance excellence, my internship is providing several ways to be instrumental in facilitating change. My first assignment was to research best practice for complet-

ing a Root Cause Analysis (RCA) in response to an unintended event. Once my research was completed, I did a gap analysis on what the Affiliates currently do and what research says they should be doing. My end result is an RCA packet with a detailed procedure, process checklist, example diagrams, and templates. With all of this completed, I am in the process of rolling this new procedure out to the Affiliates and educating them on how to implement the changes.

I have gotten to travel to some of the Affiliates and spent all of last week in Montana working with one of the hospitals up there. I was fortunate enough to work with our Director of Accreditation and Regulatory Readiness to help this hospital assure they meet all the conditions of participation requirements as they ready themselves for a CMS survey. Until that trip, I had no idea the extent of work that must be done in preparation for surveys of that nature!

Just today I have learned of my next adventure for SCLHS, for which I'm excited to get started. For the next couple months I will be focusing on the development of the system wide policies and procedures related to Joint Commission regulations. Once the policies and procedures have been developed for each of the Affiliates, I will likely then move to assuring all the impacted employees receive the federally regulated training.

My adventure here has really only begun...

Commitment, Integrity, Caring:

My internship experience at the VA Eastern Kansas Health Care System

By Joseph Edouard



Preceptor:

Judy Johnson-Mekota
Associate Director

Organization:

VA Eastern Kansas Health Care System
Leavenworth, KS and Topeka, KS

There are many ways we can honor our

veterans, but providing quality health care is the greatest honor of all. The Veterans Health Administration (VHA) is a branch of the U.S. Department of Veterans Affairs that delivers quality health care for those who served our country. The VHA operates our nation's largest integrated health care system, and provides care to over 5 million veterans. VHA includes a

The Intern Files

huge network of hospitals, outpatient clinics, nursing homes, residential rehabilitation treatment programs and counseling centers.

Dwight D. Eisenhower VA Medical Center in Leavenworth or formerly known as "Old Soldier's Home" has been serving veterans since 1886. In 1999, Leavenworth and Topeka VA health care facilities merged to form the VA Eastern Kansas Health Care System's (VAEKHCS) that also includes 11 Outpatient Community Based Centers to serve 43 counties in Kansas and Missouri. The veteran population in these counties totals over 104,000. VAEKHCS provides care to approximately 34,200 veterans. Eligibility for VA health care benefits depends on military service in the Army, Navy, Air Force, Marines or Coast Guard. Most of the nation's 24 million veterans are eligible for some aspect of VA's health care services if they choose to enroll.

I was assigned to the Director's office as a Health Care Administration Intern at the Leavenworth campus. My main project was to evaluate the Environmental of Care (EOC) program and give recommendation for improvements. You might ask, what is that? Good question! I did not

know it either, until I realized what an enormous and important program it was. EOC program refers to the standards of providing safe and functional environment for patients, visitors and the staff. It applies to all of the health facility's buildings, equipment and conditions for all of the locations, which patients receive care. EOC standards cover eight major areas: Safety Management, Police and Security, Hazardous Materials and Waste, Emergency Management, Fire Safety, Utility Systems, Appropriate Environment and Medical Equipment Management. EOC program is not unique to the VA medical facilities, but it is a Joint Commission requirement. One way of verifying compliance, is to do inspections on a regular basis. Here, at VAEKHCS, this is done on a weekly basis. I did accompany the Associate Director on these inspections and it

was really eye-opening to see the various issues and problems that these assessments have produced. These inspections were conducted by 9-10 individuals representing various areas of expertise. One of the problems was the high number of staff at the rounds for the inspection. This produced redundant discrepancy reporting. For example, engineering and the safety inspector may both look at the same loose tile on the ceiling and report it for replacement. My recommendation was to develop an inspection check list for each EOC areas that the inspector would able



to use as a guide for the assessment. The idea behind the checklist was to eliminate redundant discrepancy reporting and to make sure those inspectors would look at all of the required items that were mandated by the Joint Commission. This project was fulfilling because it required extensive communications and coordination between various departments. The end product was a complete checklist that eliminated duplicate reporting and provided comprehensive item list to comply with the Joint Commission and other regulatory requirements.

Another excellent learning experience was the opportunity to attend various meetings. The governance structure of the VA Eastern Kansas Health Care System includes the Director, the Quad members (Associate Director, Assistant Director,

Chief of Staff and the Chief of Nursing) and the Service line Chiefs. I participated in the morning briefs with the Service line Chiefs. Afterwards, I took part in the Director's meeting with the Quad members, where senior management issues were discussed. These meetings gave me a glimpse of the genuine and unyielding commitment by senior management for high quality patient care for our veterans. I was greatly impressed by their dedication to provide quality health service for our nations' heroes. My meetings with each Service line Chiefs and key managers,

who represents the middle management, helped me to get a good overview about the VA Health system's operations and processes and it generated honest discussions about some of the challenges and opportunities that they were facing. I had the great opportunity to get to know them personally and build friendships. These one-to-one meetings gave me the chance to observe different leadership approaches and it helped me to fine-tune my own style of leadership for my future Navy career. GO NAVY!

Due to the limitation of space for this article, I just barely scratched the surface for describing the valuable experience I gained in the past 10 weeks. Since 1996, the VA health

care system went through a profound transformation that helped to create the nation's largest integrated system, which became the leader in implementing cutting edge medical technology with high quality patient care. While everyone has their own opinion about government-run institutions, participating in this internship will probably give you a more positive perspective. Serving those who fought for our freedom, indeed a great honor to do!

I would like to thank to the Director, Ms. Marie Weldon to allow this opportunity and a special thanks to acting Associate Director, Judy Johnson-Mekota who was my wonderful mentor providing excellent leadership and a productive learning environment.

The Intern Files

A Unique Health Care Internship

By **D. Martin Baumbach Jr.**



Preceptor:

Kim Moore, JD, President

Organization:

United Methodist Health Ministry Fund Hutchinson, Kansas

After graduation I will begin a career as a US Navy Health Care Administrator. Since I already have a job lined up, I was more interested in a non-traditional internship that would provide me with exciting and unique experiences as opposed to honing the skills learned thus far as a HP&M graduate student at KU. As fate would have it, I found an internship that allowed me both!



In 1986, the Kansas West Conference of the United Methodist Church established the Health Fund with a portion of the proceeds of the sale of Wesley Hospital in Wichita. The Health Fund works with all of its resources to fulfill its mission of *Healthy Kansans through strategic and cooperative philanthropy guided by Christian principles*. This amazing organization has been lauded as a shining example of an effective, strategy-driven philanthropy. The most recent improvements in the Kansas health care environment that were a result of the efforts of

the Fund involve oral health. Most notably, this organization spearheaded a unique coalition of private funders, public charities and government agencies to establish a dental hub network throughout Kansas. Please visit www.healthfund.org for more information about the Fund's current strategic directives: Access to Health Care, Healthy Lifestyles, and Oral Health.

Kim Moore has been the philanthropy's president since its creation. A Washburn University Law School graduate, he left a firm in Wichita to take the lower paying job in Hutchinson. Since then, he has been the face of the Fund which is widely recognized as one of the most effective, focused, and grantee-friendly philanthropies in the state. Kim manages a staff of four, including Virginia Elliott, the Vice President of Programs, Matt Kuzma, the Business Manager, Jeff Gamber, the Technology Manager, and Kristine Dean, the Administrative Assistant and Financial Officer. Current assets are over \$60 million.

My role was to shadow the president and the vice president as they represented the Fund throughout Kansas, to assist with grant proposal evaluations, and to facilitate the research and discussions which will eventually lead to the Fund reaffirming their current directives or establishing new strategies. A philanthropy that actually cares about the grant requests it receives might become over burdened quickly. There is no end to the requests for funding. But an efficient vetting system has streamlined the process at the Fund, so that only strategically consistent projects are reviewed. This system creates a steady stream of work that varies in nature from week to week. Week one might be consumed by proposal reviews, week two marked by several site visits, and week three might hold an impressive itinerary of meetings with influential leaders from around the state.

The environment at the fund, located in downtown Hutchinson, is peaceful and productive. Work begins promptly at eight, is interrupted only by lunch, and ends at five or when the work is done. The work is abundant, rewarding and never boring. There is always an upcoming event that will require preparation, tact, diplomacy, and an executive presence. Often, Kim, Virginia and I are gone on business, so monthly staff meetings help to coordinate energy toward upcoming events, and constant communication between all parties allows for lightning fast response to contingencies. Leaders are approachable and employees are eager to help each other. Turnover does not exist. The board is an eclectic mix of capable and knowledgeable people from across the state, truly devoted to improving the health of Kansans.

On the second day of my internship, I travelled with Kim to Topeka, Kansas where we met for several hours with leaders from around the State, including the Executive Director of the Kansas Association for the Medically Underserved, the Director of the Primary Care Office, Office of Local & Rural Health, Kansas Department of Health and Environment, and representatives from various private organizations. During that meeting we ironed out the issues that would guide the aforementioned dental hub initiative in the future.

In late July, I helped coordinate and research the material for two discussions designed to uncover information about mental health and poverty as potential strategic directives. Experts from around the State were invited to Hutchinson to participate. I interacted with CEOs of mental health clinics, the Director of Kansas Head Start, the Director of Kansas Action for Children, the Directors of various Community Action Agencies and many other interesting and influential leaders. The discussion surrounding mental health was at-

tended by KU HP&M's very own Dr Ellen Averett! We learned much and established a foundation for future action toward evaluating the Fund's directives.

Later, I conducted several site visits with potential grantees in order to evaluate their proposed programs and prepare briefings for our board to review. I met several of innovative health activists seeking new and exciting ways to serve Kansas and improve health. One meeting found me at the KUMC campus to evaluate a potential grantee! This exciting project involves sending medical students into various rural communities around the state in order to evaluate and catalogue the resources available to that community that might make healthy lifestyles easier and the barriers that might make healthy lifestyles difficult. Hopefully the board will support it!

I applied information from many of the courses in the MHSA program. Most notably, Management (people skills are vital), Law (the rules for philanthropies and charities are confusing), Finance (budget evaluations are essential to good grant proposal reviews) and Epidemiology, Research and Survey Methods (literature reviews happen in real life). These are but brief snippets. Rest assured, the training we receive is necessary to function in the world of health policy!

I was pleasantly surprised by the unique view of our health care system I was privy to while at the United Methodist Health Ministry Fund. I highly recommend that everyone works, at least briefly, at a private philanthropy or a public charity if the opportunity presents itself. The insight into what is necessary to effect change in a state health care system is reason enough. The executive level experience with professionals in some of the highest levels of real influence across the state is just icing on the cake!

Professor Spotlight

Meet a Professor

Michael A. Grasso, Ph.D. Assistant Professor

Dr. Grasso received his Ph.D. in Health Policy and Research from Virginia Commonwealth University's Medical College of Virginia in 2000. He also holds a master's degree in health care administration from Trinity University in San Antonio, Texas, as well as bachelor degrees in Public Accounting and Psychology from Syracuse University.

In addition to his academic background, Dr. Grasso has spent many years in health care management including positions as chief financial officer and chief executive officer at community hospitals in Virginia. While

working on his doctorate, he also started the consulting firm Health Strategies where he successfully completed a number of engagements with such clients as the Medical College of Virginia - Massey Cancer Center, the duPont Foundation, The Virginia Cost Review Council, the Virginia Healthcare Foundation, the Virginia Office of Rural Health, and The Rehabilitation Institute of Kansas City.

Another area of interest for Dr. Grasso has been the identification and development of key information regularly needed by health executives and clinicians to make timely and accurate decisions. In 2001, Dr. Grasso accepted an executive position with Cerner

Corporation (an international health care computing company) with the mandate to develop an Executive and Clinical Information System that would provide customized, critical information on a timely basis to health care leaders through a "dashboard" computer display. PowerInsight was successfully developed and deployed in December 2002.

Dr. Grasso's teaching and research interests are in medical informatics and health care finance. Management Information Systems (HP&M 826), Health Care Finance (HP&M 824), Managerial Accounting (HP&M 825), Reimbursement Models (HP&M 831), and Health Care Statistics (HP&M 817).

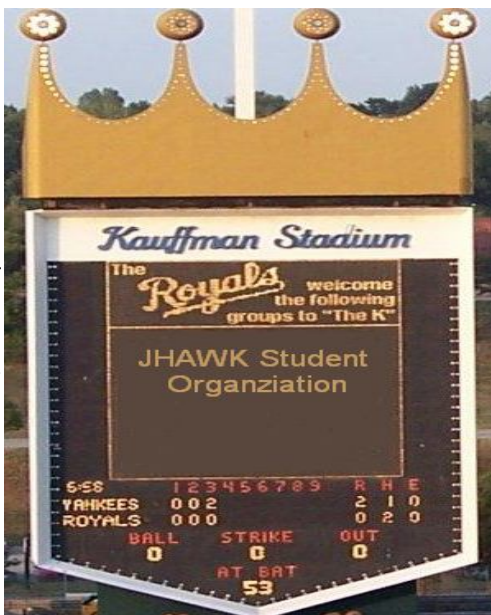
Some Upcoming Events to Mark Down

Royals Game

Go Out to a Ballgame with JHAWK

What better way to welcome new and returning students to the fall semester than a Royals baseball game!? Please join us on September 19 at 7:10 pm to watch the boys in blue play the Chicago White Sox.

This is a great way to get to know your fellow students outside of the classroom and we will kick off another great year of JHAWK events. As you know, Jayhawk Healthcare Administrators Working for Kansas is the student organization for the Master's in Health Services Administration program. Throughout the year, we will offer education events, networking opportunities and social outings. Attending a Royals game each fall has become a tradition for our group and we hope to you will join us for what will certainly be a fun outing – win or loose.



We will start the evening at Kaufmann Stadium, at I-70 and Blue Ridge Cutoff, at 5:30 with a BBQ and tailgate. JHAWK will provide a light dinner and we ask that you bring your own beverages – adult or otherwise. Feel free to bring friends, significant others and spouses. Tickets will be \$12 and parking will be approximately \$10. Watch for information via email about carpooling and deadlines for purchasing tickets.

Visit kroyals.com for more information and to read all about our major league baseball team and renovations to the stadium. To buy tickets, please contact Susan Brown at shenry@kumc.edu or 620-215-2041.

ACHE Speaker

Matt Wenzel

American College of Healthcare Executives:
Your Partner in Career Success

Presenter: Matt Wenzel
Date: October 30, 2008
Time: 6:00 PM
Location: Orr-Major 1014

Matt Wenzel is the Director of Ancillary Services at Hedrick Medical Center for the Saint Luke's Health System. Recently, Matt has been performing ACHE networking visits with higher education. JHAWK has invited Matt to come speak to our group about ACHE and the specific benefits to student ACHE members. He will also share with us how our student body can get connected on a local level with the Missouri and

Kansas ACHE chapters. Finally, Matt plans to conclude his presentation by sharing some of his experiences and "lessons learned" from his early career. This promises to be a very beneficial and informative presentation. We hope you will join us for Matt's visit on October 30th at 6:00 PM. Mark your calendars!

Upcoming Events

August

- August 13th - JHAWK Ambassador Meeting, 5:30, Orr Major 1014
- August 17th - JHAWK BBQ, 4:30PM at Lake Quivira
- August 18th - New Student Orientation, Beller Conference Center, 11 AM
- August 21st - Classes Begin

September

- September 7th - Head for the Cure, 8:00AM at Corporate Woods
- September 10th - Resume Workshop, 7:00PM, Orr Major1014 (Please bring Resume)
- September 18th - Alumni Happy Hour at Jerry's Bait Shop
- September 19th - Royals Game, please contact Susan Brown at shenry@kumc.edu for tickets
- September 20th - Walk to Defeat ALS

Please make sure to check out www.jayhawkhealth.com for updates and more information on these events!

Alumni:

Don't forget to check out the HP&M website from time to time. You can even update your own information through this website:

<http://www.kumc.edu/hpm/alumni.html>

Mark It!

Mark Your Calendars!

October

October 11th - Christmas in October (more information to come)

October 16th—19th Fall Break

October 30th - Matt Wenzel, ACHE Speaker 6:00PM in Orr Major 1014, Food will be provided!

November

November 12th - Leadership Speaker 7:30PM, Room TBA

November 21st - Alumni Happy Hour at McFadden's Sport Saloon

Thanksgiving Break 26th - 30th

December

December 11th - Last Day of Classes

August Birthdays

Michelle Horne	8/5
Amy Christensen	8/17
Casey Renner	8/18
Patrick Altenhofen	8/23
Monique Overfield	8/25
Becki Carl-Stutz	8/27