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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.*

### Final Preparations to Launch PhD Program are Underway!

By Adam Keener

The Department of Health Policy and Management is pleased to announce the realization of a long-held dream: the launch of the PhD program in Health Policy and Management. This announcement represents the culmination of much work on the part of many individuals over the last several years, especially from Dr. Mary Zimmerman, PhD Program Director and HP&M Professor, and Dr. Michael Fox, Professor, HP&M.

Current plans call for the admission of an initial cohort of five to six doctoral students for Spring 2009 entry; thereafter, each cohort of five to six students per year will be admitted for Fall entry only.

“We are excited at the prospect of launching the doctoral program,” notes Dr. Glen Cox, HP&M Interim Chair. “We have known for some time that the demand for a doctoral program at KU in health policy and management was great. That there are nearly 90 individuals who have expressed an interest in applying to the program is a testament to the need for doctoral programs in our discipline. It’s exciting to see this vision come to fruition.”

The doctoral program is designed as a 56-credit, post-master’s program. Addition-

ally, there are 18 hours of prerequisites that must be fulfilled prior to program entry. The prerequisites are courses that HP&M alumni have taken during their course of study for the MHSA degree so as to allow individuals with an MHSA or close equivalent degree to begin study in doctoral coursework immediately upon program entry. The program is designed to be completed in four years of full-time study, including the dissertation.

Admission criteria for the program include:  
 A master’s degree in health services administration or a related field (public health, public administration, business, social sciences, biological sciences, nursing).  
 A minimum grade-point average of 3.5 (on a scale where 4.0=A) for all post-bachelor’s coursework.  
 At least one graduate-level statistics course.

Application materials include:  
 A completed “Graduate Application for Admission” to the University of Kansas.  
 A non-refundable application fee (\$50 for domestic applicants; \$65 for international applicants).  
 Three academic letters of recommendation.

A statement of career objectives and purpose.  
 Transcripts of all post-secondary academic work.  
 Graduate Record Examination (GRE) general exam scores not more than five years old, submitted to the Department directly by Educational Testing Service.  
 A copy of the applicant’s master’s thesis, graduate-level research paper or other example of the applicant’s scholarly research writing.  
 In the case of international applicants, TOEFL or IELTS scores will be considered.

Application materials, timeline, process and projected course of study for the doctoral program all will be posted on the Department’s website, <http://www.kumc.edu/hpm/phd.html>, by September 30, 2008. The application deadline for the initial Spring 2009 cohort of students will be November 1, 2008.

Questions about the doctoral program can be directed to Dr. Mary Zimmerman, PhD Program Director ([mzimmerman@kumc.edu](mailto:mzimmerman@kumc.edu); 913.588.2688) or to Adam Keener, HP&M Student Support Manager ([akeener2@kumc.edu](mailto:akeener2@kumc.edu); 913.588.3763).

## Professor Spotlight

### Meet a Professor

**Glendon G. Cox**



**MD, MBA, MHSA,  
Interim Chair and Professor, Health Policy and Management Director, Institute for Community and Public Health**

A native of southeast Kansas, Dr. Cox has strong and deep KU roots. He attended the University of Kansas in Lawrence and obtained his BA degree in Chemistry in 1977. It was during his sophomore year at the university that he decided to pursue a career in medicine. He completed his MD degree in May 1980 and was accepted for postgraduate training in radiology. Upon completion of his residency, Dr. Cox was recruited to join the faculty and staff of the University of Kansas School of Medicine and Hospital. Cox was promoted to Associate Professor in July 1987 and was awarded tenure the following year.

In 1990, Dr. Cox became one of the three founding partners of a newly organized pri-

vate practice of radiology in the Kansas City metropolitan area, Overland Park Radiologists, PA. In early 1993, Dr. Cox returned to the university as a Professor of Radiology and Medicine and Head of the Section of Thoracic Radiology. Cox was asked to take the position of Associate Dean for Graduate Medical Education in January 1996, and became Vice Dean in 2001.

Always interested in the business, legal, and management issues surrounding the practice of radiology outside the academic setting, Dr. Cox completed master's degrees in both business administration and health services administration in 2004.

## Message from the Chair

### By Dr. Glendon Cox

On behalf of the faculty and staff, I would like to welcome each of you to the 2008-2009 academic year, and to the latest edition of *Forecast*, a publication of the Department of Health Policy and Management and the Department's outstanding student group, Jayhawk Administrators Working for Kansas (JHAWK). This is going to be an eventful year in the life of the department! I would like to touch on a few subject areas:

#### Students

Twenty-three new MHSA students began their academic journey on August 18<sup>th</sup> at HP&M New Student Orientation. I was particularly struck by the connections made between new and continuing students at the networking lunch that day. Each of our students brings a unique perspective to the Department, and it was rewarding to see such quick and meaningful interaction as the students got to know one another.

New students in the MHSA program include:

Patrick Altenhofen  
Undergraduate degree from: Truman State University  
Undergraduate major: Biology

Kami Burkemper  
Undergraduate degree from: Missouri State University  
Undergraduate major: Medical Technology

Rebecca Carl Stutz  
Undergraduate degree from: University of Kansas  
Undergraduate major: Human Development

Amit Chavan  
Undergraduate degree from: Terna Medical College  
Undergraduate major: Dentistry

Megan Cline  
Undergraduate degree from: Southern Methodist University  
Professional degree from: Rosalind Franklin University  
Undergraduate major: Mathematics  
Professional degree from: Biomedical Science

Robert Eklofe  
Undergraduate degree from: Cameron University  
Undergraduate major: Business

Tanner Forster  
Undergraduate degree from: University of Kansas  
Undergraduate major: Community Health

Shana Fromholtz  
Undergraduate degree from: University of Kansas  
Undergraduate major: Nursing

Kelly Harris  
Undergraduate degree from: University of Kansas  
Undergraduate major: Health, Sports and Exercise Science

Noelle King-Whitlow  
Undergraduate degree from: University of Kansas  
Undergraduate major: Nursing

## Message from the Chair Cont.

Debra Livingood  
Undergraduate degree from: Baker University  
Professional degree from: Pittsburg State University  
Undergraduate major: Psychology  
Professional degree from: Clinical Psychology

Patrick McCraney  
Undergraduate degree from: University of Kansas  
Undergraduate majors: Political Science; Respiratory Care

Amber Messmer  
Undergraduate degree from: University of Missouri – Kansas City  
Undergraduate major: Communication Studies

Rebecca Miller  
Undergraduate degree from: Nebraska Wesleyan University  
Undergraduate major: Nursing

Kelsey Moffat  
Undergraduate major: Health Information Management  
Health Policy and Management/Health Information Management “bridge” student

Monique Overfield  
Undergraduate major: Grantham University  
Undergraduate major: Business

Vishal Patel  
Undergraduate degree from: University of Kansas  
Professional degree from: Sport Science

Casey Renner  
Undergraduate degree from: Emporia State University  
Undergraduate major: Sociology

Mary Beth Russell  
Undergraduate degree from: Northwest Missouri State University  
Undergraduate major(s): Public Relations

Ryan Schoenfelder  
Undergraduate degree from: University of South Dakota  
Undergraduate major: Business Management/Spanish

Betsy Wagner  
Undergraduate degree from: University of Kansas  
Undergraduate major: Nursing

Andrew Warnes  
Undergraduate degree from: University of Nebraska - Lincoln

Undergraduate major: Business Administration/International Business

Amanda Winkelman  
Undergraduate major: Health Information Management  
Health Policy and Management/Health Information Management “bridge” student

In all, 70 students are currently pursuing their MHSA; I anticipate that nearly half of the student body will graduate this year.

### Faculty

I also am pleased to report that Dr. David Cook has joined the faculty. Dr. Cook has been at KUMC for more than a decade, and will continue his service to the University in a joint role, maintaining his position as Assistant Vice Chancellor for External Affairs while working in HP&M as well. Dr. Cook is an expert in telemedicine and telehealth, having played a significant role in the rise of KUMC’s program in telehealth to national prominence. Please welcome Dr. Cook to the Department.

I also am in the process of assessing future faculty workload needs as we plan both for continued increased admissions to the MHSA program while at the same time launching our doctoral program. I will keep you informed as additional faculty members are brought on board to augment our current outstanding faculty.

### MHSA Curriculum

This year, we are implementing our newly revised MHSA curriculum. In making these curricular revisions, the faculty has spent a great deal of time working hard to create a quality product. We will continue to monitor and evaluate these curricular changes throughout the year.

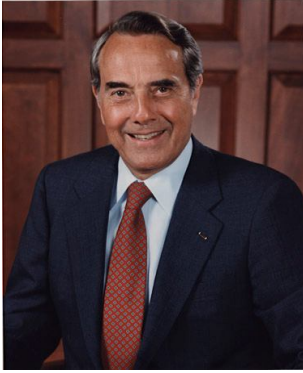
In closing, I would like to thank our alumni for the significant role that each of you plays in the Department. We are grateful for your resource support in time, talents, marketing the program, and the fiscal support that many of you provide. We treasure all forms of resources that you share with us and we will continue to work to bring value to your professional lives.

With warm regards,

Glendon G. Cox, MD, MBA, MHSA

# Leaders' Project Policy Forum: Providing "Good Enough for ME" Health Care

By Alison Starks and Danielle Forbis



On August 4<sup>th</sup>, we attended a health care forum presented in coordination by the Bipartisan Policy Center and The Leaders' Project. The forum was held in Lawrence at The Dole Institute of Politics, with Senator Robert J. Dole and Chris Jennings facilitating the discussion of hot topics presented by panels of several experts. Senator Dole is a native Kansan with a long track record in politics, and Jennings was the top healthcare advisor for President Bill Clinton while he was in office. While this forum could have easily taken a spin to promote the political beliefs of the speakers, the entire presentation remained bipartisan and focused on discussing the type of constructive, practical efforts that are needed in order to promote health for all citizens.

The first panel of presenters focused on the topic of empowering patients to effectively access and use high-value care. Among the panelists were: Marcia Nielson from the Kansas Health Policy Authority; James Dague, the CEO of Goshen Health System; Douglas Schwartzenruber, the Medical Director of Goshen Health System; and Bill Wing, the Vice President of Cerner Corporation.

The second panel discussed the need to engage consumers in preventative wellness care in order to encourage healthier lifestyles. The experts on this panel consisted of: Claudia Hohnbaum from Health Kids Challenge; Arneatha Martin, cofounder of The Center for Health and Wellness; and Ned Holland, the senior VP of human resources for EMBARQ.

The panels consisted of members of both political affiliations and collaboratively they provided the audience with a widespread view on the various topics. The bipartisan approach of the forum allowed for questions and answers on all the topics by both political parties, permitting the audience to hear both positive and negative aspects of the topics addressed. Throughout the day, we were able to hear from advocates for policy change, directors of grant-funded programs in rural towns that promote healthy childhoods, administrators who operate health systems ranked as being among the best places to work, and coordinators who are responsible for purchasing and developing health insurance plans for thousands of people.



Each speaker highlighted a separate aspect of health care and the challenges that will be on the horizon throughout the duration of the upcoming presidency. The diverse discussions make it difficult for us to write one cohesive article about the array of topics presented at the policy forum. Rather, we would like to highlight an important message that was delivered by Lieutenant Colonel Arneatha Martin.

Lieutenant Colonel Arneatha Martin centered her presentation on the principle that we should aim to provide "Good enough for me!" health care to our patients. She emphasized that we need to be particularly mindful of maintaining this mentality in our indigent care clinics, where the patient populations are com-

prised of families from many different ethnicities and levels of socioeconomic status. In considering the alternative mentality of "Good enough for who it's for!" the weight of this concept became apparent. While the "Good enough for who it's for!" mentality may be sufficient for home improvement projects, is it sufficient in reference to health care? Would we ever say that sub-par care is "good enough for who it's for" when talking about health care for ourselves or our family members? Of course not! As health care professionals, particularly those working with indigent populations, we should never look at our patients as being a sub-par class that deserves sub-par care delivered with the mentality of, "Well, it's good enough for who it's for." There is often a mentality with the indigent population that they should be grateful for any care they receive, even if it is sub-par, because it is better than receiving no care at all. Rather, we should always serve our patients with the quality and availability of health care services that we would describe as being "Good enough for me!" The principle of providing "Good enough for me!" health care is transferable to other health care settings as well. As a health care administrator, you should be able to ask yourself "Would I consider the care provided in my facility to be good enough for me and my family?" and be able to honestly answer "Yes!"

In combination, Lieutenant Colonel Arneatha Martin's presentation and the other forum presentations were very beneficial and intriguing. The presenters not only highlighted areas of health care that need to be addressed, but also offered suggestions and methods that can be used to address these needs. The information presented at this forum introduced the audience to an array of health care topics from an array of experts. It is always far more educational to explore each side of an issue and be allowed to formulate your own opinion, as was allowed in this forum.

# The InTern Files

## Health Law: Outside the Casebook

By Stacy Harper



**Preceptor:**

Reid Holbrook, J.D.  
Senior Partner of the firm

**Organization:**

Holbrook & Osborn, P.A. Law Firm  
Overland Park, Kansas

This summer I was fortunate enough to accept a legal clerkship with the Overland Park law firm of Holbrook & Osborn, P.A. While Reid Holbrook, the senior partner of the firm, served as my mentor, I was able to work individually with each of the thirteen attorneys in the firm on various projects throughout the summer.

The firm serves clients in a variety of legal fields. The majority of the firm focuses on medical malpractice defense with a number of medical professional liability insurers as clients. A few of the attorneys also work in the corporate healthcare field, acting as general counsel for a variety of healthcare providers. The firm's remaining clients include construction contractors, banks, city municipalities, and other businesses.

While I worked on projects for all of the attorneys in the firm, the majority of my time was spent with Reid Holbrook and Frankie Forbes in assisting the various healthcare providers with the variety of legal issues they face. The firm's healthcare clients include specialty hospitals, critical access hospitals, ambulatory surgery centers, district and county hospitals, physician practices, community mental health centers, and rural health clinics. Each of these provider groups not only face different issues and challenges, but may be regulated by different statutes on both the state and federal level.

While assisting the firm in meeting the needs of the various healthcare clients, I was able to both expand my knowledge and exposure to the variations and applications of the law affecting healthcare providers and utilize the understanding of the business of healthcare that I have developed as a result of my courses in the MHSA program. The predominant project of my summer was as support to Mr. Holbrook and Mr. Forbes during an arbitration proceeding that took place in June. The firm represented a physician practice in a contract dispute with a major insurance company for improperly withholding payment on claims for services performed. I was able to help prepare for and participate in the two-day arbitration held in downtown Kansas City, Missouri. I was provided the opportunity to work directly with the client to understand their needs and goals for the proceeding. I was involved in drafting the post-arbitration briefs and shared in the joy when we received the arbitrator's award in favor of our client.

In addition to the work with the arbitration, I assisted in reviewing and revising medical staff bylaws and rules and regulations for two hospitals. Although these would seem like very similar projects, we represented the hospital in one situation and the medical staff in the other. As a result, the recommendations for each client were very different. The other opportunities and experiences I was provided in corporate health law are too numerous to list here, but included drafting employment contracts used by a critical access hospital to recruit a medical director and physical therapist; assisting a number of providers in determining the best line of action in a variety of employment disputes; reviewing proposed lease options for a new physician practice; and summarizing the implications of CMS's recent amendments to the EM-TALA and Stark regulations.

When working with the various medical malpractice and commercial litigators, I was able to attend two depositions and a

medical expert's independent medical examination of a plaintiff. I assisted with research on a number of substantive and procedural discovery issues as well as drafting four summary judgment motions, all of which are currently pending before various state and federal courts.

Although each of the projects I was presented throughout the summer provided a new opportunity to expand my exposure to the law and apply a new set of facts, the project which I found most interesting involved working with one of the associates to draft a response to a request for proposals to potentially represent the Kansas Attorney General's office. While this project did not involve legal research or working with a client, it provided me the opportunity to have a number of discussions with each of the attorneys in the firm regarding their collective legal experience.

Through this project I learned that Reid Holbrook has over forty years of trial experience including over twenty arguments before the Kansas Supreme Court. The firm represented the Kansas Attorney General's office in the 2003 Health Midwest case and succeeded in keeping hundreds of millions of charitable dollars in the state of Kansas. The firm includes three former Assistant Attorney Generals and one current Special Assistant Attorney General. At least one attorney from the firm has represented Kansas University Hospital Authority and the University of Kansas Medical Center in all medical malpractice cases since the early 1970s.

Overall this summer was an absolutely phenomenal experience. In addition to expanding my exposure to the real legal world, I was afforded the opportunity to work with some of the best health care attorneys in the area while representing a wide variety of clients. I am fortunate enough to continue this interaction during the school year and look forward to assisting the firm's clients tackle the next obstacle presented by the ever changing healthcare regulatory field.

# The Intern Files

## Developing the Competitive Edge

By Ayesha Mehdi



### Preceptor:

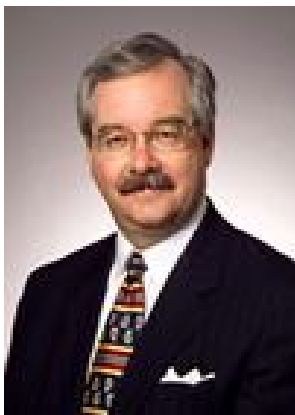
Steve Schwarm J.D.

Partner/ Shareholder of the Firm

### Organization:

Polsinelli Shalton Flanigan Suelthaus PC, Midwest-based law firm System Kansas City, Kansas

This Summer I gained invaluable legal and healthcare experience working with Steve Schwarm, who is a partner at Polsinelli Shalton Flanigan Suelthaus PC, a Kansas City-based law firm with more than 300 attorneys. The firm provides legal services in a wide range of industries, but most importantly, it is a recognized leader in Healthcare Law. Steve practices primarily from the Topeka and Kansas City offices and is an excellent mentor, widely respected, voted as one of the "Best Lawyers in America 2008," and is known for his HIPAA expertise.



Steve Schwarm J.D.

What truly makes Polsinelli stand apart is the interest the attorneys (even senior partners) take in the development of law students who work them. I had the opportunity to work one-on-one with Steve, and his interest and commitment to my professional

development stood out all summer. He spent a lot of time making sure I understood both the bigger picture and specific nuances to transactional deals, provided constructive feedback on my work product, and even solicited my opinions on legal issues in negotiations.

My summer project entailed editing the Medical Staff Bylaws for a hospital. Steve gave me permission for robust, unrestrained editing and my goal was to ensure that the bylaws are complete, clear and in compliance with regulatory standards, such as:

1. The Joint Commission Accreditation regulations;
2. Health Care Quality Improvement Act of 1986;
3. Kansas Regulation 28-34-6a regarding the Medical Staff of a hospital;
4. Center for Medicaid and Medicare Services, conditions for participation: 42 C.F.R. 482

In this article I will touch upon some of the highlights of my internship.

My first exciting occurrence was the Emergency Medical Treatment and Active Labor Act (EMTALA) presentation that Steve gave for the nurses at Providence Medical Center in Kansas City, KS. His goal was to teach me how to interact with clients, gain their trust and achieve their goals; "Prepare, Prepare, Prepare" was his mantra. One unique aspect of the presentation was an entertaining cartoon presentation that introduced the audience to everything EMTALA even before Steve said a single word. The nurses and administrators loved him and asked him to continue giving such presentations during the year.

Another salient moment was the Kansas Board of Healing Arts (BOHA) board meeting. I was fully engrossed in their discussions relating to new rules, licensure limitations, and finally the impaired physicians program. The experience at the Board provided me additional insight into the operations of a program that is mentioned in the Medical Staff Bylaws but that I would not otherwise be able to fully understand without witnessing the interaction between BOHA members and the different representatives of the impaired provider programs.

At the meeting, Steve introduced me to a lobbyist from for the Kansas Medical Society. His wife is a physician, and he lobbies on the behalf of doctors and hospitals. He reminded me of tobacco's chief spokesman, Nick Naylor, in the 2005 movie, "Thank you for Not Smoking." He had a mischievous smile and twinkling eyes, and seemed to be on a constant high – just like the lobbyists depicted in pop culture.

I learnt a lot this summer, and below are only a few of my other interesting experiences:

1. Sitting in for the first telephone meeting between Newman Regional Health Hospital and its medical billing company regarding their Business Associate contract;
2. Attending Polsinelli's Healthcare Law Group's meeting in which top healthcare attorneys of the firm attended via video conference;
3. Attending a meeting between Steve and a St. Francis's Human Resource Manager, where the issue was whether an Advanced Registered Nurse Practitioner/ARNP, could work as a Registered Nurse;
4. Participating in a telephonic pre-hearing conference that included the Kansas Department of Social & Rehabilitation Services (SRS), Kansas Department on Aging, and a private Independent Living Center.

Steve also helped me gain better insight as an attorney on the issues that I was dealing with as an intern at the Shawnee County District Attorney's office. And believe you me, just one summer at the DA's has given me my fair share of DUI's, Domestic Violence, Obstruction of Justice cases for a long time!

Through out this internship I was just intrigued at how healthcare attorneys deal with people's lives and careers at so many different levels. I am very lucky to have a mentor like Steve Schwarm because he has shown me that the expression "Ethical Lawyer" is not an oxymoron; that I will most certainly have success if I practice law without compromising on truth, honesty, and a pursuit for excellence.

## JHAWK Involvement: A Letter Addressed to You

By D. Martin Baumbach Jr.



Hello JHAWKs,

I wanted to let everyone know about the excellent representation the JHAWK organization will have in student government this year, evidenced by the turnout at the recent Graduate Student Council meeting.

Both Kevin Arnhold and Phranil Mehta attended the recent Graduate Student Council meeting and were chosen as Graduate Student Council (GSC) Senators to the Student Governing Council (SGC), representing graduate students' interests at all Student Governing Council meetings. In addition to playing a vital role in the GSC proceedings and committees, they will also attend SGC meetings and vote on vital issues that effect the entire student body. Di Zhang also attended the GSC meeting.

Paul Rohrer has represented JHAWK well at the Office of Student Engagement events, which requires regular commitment.

As far as the Student Governing Council goes, we will be accepting nominations at the upcoming SGC meeting on September 11th for an "At Large Member" who will hold voting power and also be considered a member of the Student Governing Council Executive Board. I think it would be great if another HP&M student would volunteer to be nominated for this position. The SGC Presidents will be meeting with the Executive Vice Chancellor and other administrators monthly to discuss what our students are involved in and concerned about, so this is a singularly excellent forum in which to present a positive image of our department. Visit [sgc.kumc.edu](http://sgc.kumc.edu) to find out more about the important decisions made by student government here at KUMC!

International Outreach is another area we should be more involved in and I know some of the new students have already expressed interest! I am our department's representative to KUMC International Outreach (KUMCIO). I will be attending the first and upcoming meeting on Monday if other's who cannot attend would like more information.

Apart from KUMC, attention should be made of those JHAWK members who have immersed themselves in ACHE, HIMSS, and HFMA organizations as well!

Way to go HP&M! It is great to see the natural leadership abilities of our students benefitting the KUMC community!

Marty

D. Martin Baumbach Jr., OC, USN  
Health Services Collegiate Program Graduate Student  
University of Kansas Medical Center  
Master's in Health Services Administration (MHSA) 2009  
[dbaumbach@kumc.edu](mailto:dbaumbach@kumc.edu)

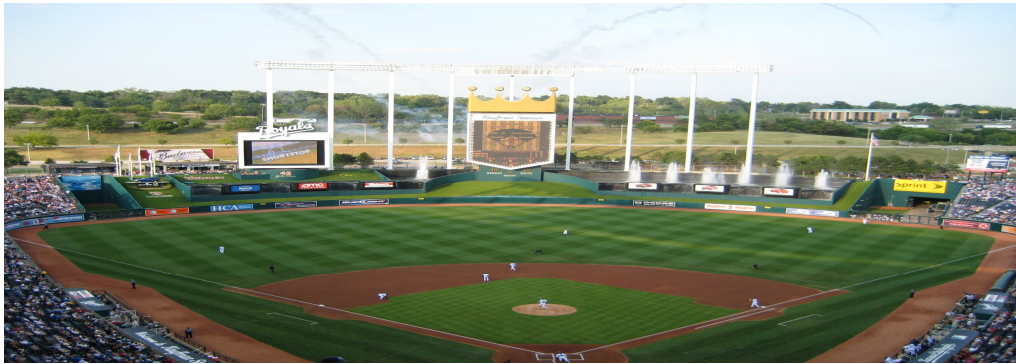
# Upcoming Events

## September

September 18th - Alumni Happy Hour at Jerry's Bait Shop



September 19th - Royals Game, please contact Susan Brown at [shenry@kumc.edu](mailto:shenry@kumc.edu) for tickets



September 20th - Walk to Defeat ALS

September 24th - 3:30-5:00 p.m. "A Comparative Health Systems Perspective on Candidate Health Reform Proposals in the 2008 Presidential Election" Mary Zimmerman, Health Policy and Management/Sociology, on the Lawrence Campus in the Hall Center Seminar Room

Please make sure to check out [www.jayhawkhealth.com](http://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 2nd - JHAWK Board meeting

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

October 16th—19th Fall Break

October 22nd - 3:30-5:00 p.m. "Should Student Health be a Public School Imperative?: A Research Agenda and a Policy Debate" Kim Kimminau, Family Medicine, KU School of Medicine Hall Center Seminar Room

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

#### November

November 5th - JHAWK Board meeting

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

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

Thanksgiving Break 26th - 30th

### September Birthdays

Kevin Arnhold	9/5
Shelly Weibert	9/9
Dacy Suellentrop	9/11
Becky Miller	9/15
Angela Tallant	9/25
Emma Njoki	9/26
Vishal Patel	9/28
Marty Baumbach	9/29