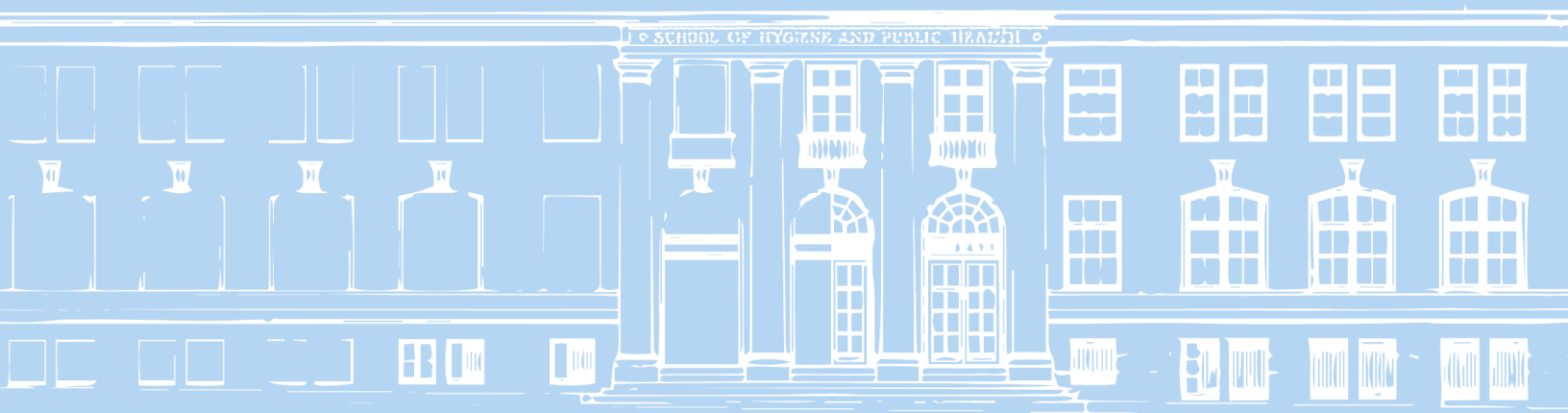


# Johns Hopkins Master of Health Administration



# Table of Contents

Message from the Chair of Health Policy and Management.....	3
Message from the MHA Director .....	4
Student Highlights .....	5
Students Support Community Initiatives .....	5
MHA Students Give Back to Baltimore .....	6
Student Awards and Recognition.....	7
MHA Alumni Highlights .....	8
Faculty Highlights .....	9
Administrative Residency and Preceptors.....	11
MHA Advisory Board .....	13
By the Numbers.....	14



## Message from the Chair of Health Policy and Management



Dear Friends of the Master of Health Administration Program,

Thank you for your interest in one of the top ranked Master of Health Administration (MHA) programs in the country. Led by faculty members in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health, the world-renowned, oldest top ranked school of public health in the nation, the MHA program prepares future health care executives for management and leadership positions, dedicated to improving health and health service delivery across all sectors.

Public health is about building connections and the MHA program brings future health administration leaders together with physicians, nurses, and other health care professionals to create a collaborative and interdisciplinary learning environment. With its recent accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME), the program ensures students receive the highest quality educational experience and preparation for the future.

I am continually impressed by the program's strong leadership team. They are dedicated to excellence, innovation, diversity and inclusion, and lifelong learning, despite immense complexities in our current healthcare landscape. They understand the importance of collaboration and value integrative approaches to learning and real-world experience.

This is an exciting time in public health and health administration. Now, more than ever, the health care industry needs world class leadership whose skills and experience can shift the fields towards health equity, driving patient care, and tackling larger structural issues. I am confident our MHA program prepares students to do just that, improving health systems at large and ultimately saving lives. I invite you to read more about the program and join me as I congratulate the MHA leadership team, students, and alumni on their many successes over the recent past.



Keshia M. Pollack Porter, PhD, MPH  
Bloomberg Centennial Professor  
Bloomberg Centennial Chair, Department of Health Policy and Management

## Message from the MHA Director



Hello friends, colleagues, alumni, students,

I am excited to share our Year in Review with you. The Class of 2022, in my view, is comprised of thirty-four of the best graduate students in the country. They have now taken a big step into the next phase of their career and life journey. Having completed their 11-month administrative residency, they entered the workforce prepared to contribute to tackling the challenges facing our communities and nation. We share our best wishes with these promising MHA graduates.

The Class of 2023 is the largest MHA cohort to date! With the availability of vaccines, we were thrilled to have them attend in-person courses in academic year 21/22 and they are currently working in their Administrative Residencies.

Our students benefit from a robust and growing network of preceptors and residency sites, which once again stepped up in challenging times to assure 100 percent residency placement. The current list of residency placements includes several new and exciting opportunities, including consulting firms, health IT organizations, the Center for Medicare and Medicaid Innovation, and a number of provider partners that span the nation. Program preceptors have faculty appointments in the Department of Health Policy and Management and fully engage in the program providing a rich experience for students to deepen their competencies development during their residency year. This year, we introduced a 360 assessment to give the MHA Resident meaningful feedback from peers on overall performance during the 11-month residency that extends beyond competency assessment and provides a holistic evaluation of the resident's professional character. The 360 and other tools establish a solid platform for moving forward as a healthcare executive.

Johns Hopkins Bloomberg School of Public Health continues to be ranked #1 by U.S. News & World Report since 1994. **The MHA program is also consistently ranked as one of the best in the country.** As we welcome the Class of 2024, we are thrilled to share the exciting news that the MHA program completed its 7-year reaccreditation survey by the Commission for the Accreditation of Health Management Education (CAHME). This reaccreditation reflects a long tradition (a total of 37 years as an accredited program) of commitment to preparing early careerists to assume leadership roles in the health and healthcare sectors. Our accreditation is a mark of excellence that each of our current students, new graduates, and alumni can be proud reflecting our collective commitment to improving the health and health care delivery in the communities each of you serve. We are honored to be a member of the CAHME Mentorship Circle, supporting other programs as they join us on this journey of preparing leaders.

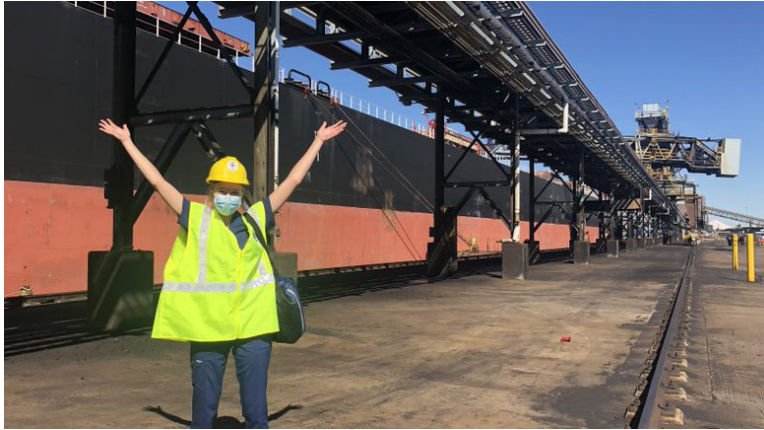
Our MHA students and the MHA program continue to excel, supporting each other and building a better health care management community. Our LinkedIn alumni network, over 400 members strong and growing, features many student-initiated activities, including an "Alumni Highlights" series celebrating the many accomplishments of our graduates.

Wishing you all a safe and healthy year ahead.

A handwritten signature in blue ink that reads "Mark J. Bittle". The signature is fluid and cursive.

Mark J Bittle, DrPH, MBA, FACHE  
Program Director, Dir. Master of Health Administration

## Student Highlights



An important ethos of the Johns Hopkins MHA program students is social justice and their commitment to service. MHA students service within the school as members of student associations and ambassadors. Outside of the school, they service the needs of the Baltimore Community.

### Students Support Community Initiatives

**Lily Sadauskas, Class of 2022, MHA Student Assembly President for AY2021-2022.** Lily and her team implemented many initiatives during her tenure, including monthly student newsletters. As President, she led a 12-person student team which included a first-year liaison, alumni chairs, Diversity Equity and Inclusion Chair, Community Service Chairs, and Social Event Chairs, and the Vice President, Secretary, and Treasurer. Lily played a key role in our CAHME reaccreditation site visit. During her administrative Residency year, Lily worked with the Office of Johns Hopkins Physicians, and one of her projects was coordinating operations for Mobile COVID-19 Vaccine clinics as operations Lead. Her most memorable experience was vaccinating international seafarers, who did not have access to the vaccine while at sea for up to nine months, on the docks of Baltimore.

In October, the Class of 2023 put together a team to participate in the **HackGood4 Baltimore Hackathon** and **WON!** The event was hosted by the City of Baltimore and Microsoft. The Hackathon was focused on creating a safe and sustainable solution related to public safety, focused on adult and youth panhandling in busy city intersections and thoroughfares in Baltimore City. Teams presented to the Mayor of Baltimore and the MHA team's pitch specifically was entered into the global Microsoft Hackathon!

Congratulations Shaila Abbott, Deborah Isola, Chris Jabbour, Reed Miller, Jacquelyn He, Stanley Zheng and Kevin Duong!

## MHA Students Give Back to Baltimore



MHA Students from the Class of 2022 and 2023 volunteered at the **Baltimore YMCA**. The YMCA received many non-perishable food donations from their annual Turkey Trot. This wonderful group sorted and organized over 4,000 lbs. of food, creating over 3,000 meals for families in Baltimore.



MHA Day of service at **Art with a Heart**, a local organization that Strives to provide equitable access to visual art. Eighteen MHA students and alumni volunteers created clay pieces for a mural, fabric for art projects and glass pieces suitable for upcoming community projects. The helped restore a mosaic that **Art with a Heart** created for a local church.

---

## Student Awards and Recognition

**The 2021-2022 academic year was a memorable one. We admitted 38 students and had 33 continuing students completing their MHA Administrative Residency year. We are proud of all our students, and these are the four we want to recognize.**



### **David A. Winston Health Policy Scholarship (AUPHA)**

**Stanely Zheng MHA '23** was selected as a 2022 David A Winston Health Policy Scholar. The program recognizes student excellence and achievement based upon the student's record, recommendations from faculty and colleagues, and evidence of their interest in and commitment to health policy.

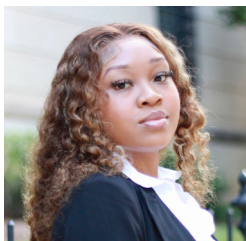
### **Harry J. Harwick Scholarship — Medical Group Management Association**

Zheng was also awarded the MGMA scholarship, program, that supports individuals, who, by virtual of experience, current position, and future career plans, demonstrate potential to contribute to MGMA's mission of transforming healthcare. Zheng also received two scholarships within the Bloomberg School. **The Ruth Freeman Memorial Award** recognizes an outstanding graduating or continuing nurse graduate student. **Sandroid-Hyde Family Scholarships** provide support to students in the Department. Stanley is the current Resident at University of Maryland Capital Region.



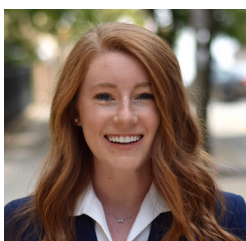
### **CAHME/Judy Baar Topinka Foundation Scholarship**

**Brittany Morrison**, Winner of the 2022 CAHME/Judy Baar Topinka Foundation Scholarship. Brittany is distinguished in her role with the Washington State Department of Health, where she led a team in responding to COVID-19 outbreaks. Brittany is a current resident at Booz Allen Hamilton consulting in Washington DC. Brittany is the third Johns Hopkins MHA student to receive this award.



### **Corris Boyd Scholarship from HCA in partnership with AUPHA**

**Adaugo Omeirondi** is the 2022 recipient of the Corris Boyd Scholarship from HCA in partnership with AUPHA "Leadership in our healthcare facilities from individuals from Black/African descent is critical in our current climate," said Sharon Gentry, Associate Vice President, Diversity Equity Inclusion Education, and Strategic Partnerships at HCA. "Adaugo demonstrates an intentionality to be impactful and culturally competent care."



### **Molly Purcell, winner of the AUPHA Foster G. McGaw Scholarship**

for her work on enhancing alumni engagement. "Birds of Feather Network Together" Molly is the current Administrative Resident at Sibley Memorial Hospital in Montgomery County Maryland.

---

## MHA Alumni Highlights

**The MHA program boasts over 750 alumni working across the healthcare spectrum since its inception in 1987. We are proud of all their accomplishments and their contributions to healthcare and their communities. In this issue we want to highlight a few of them.**



**John Hundt, MHA, Class of 1991**, was the chief administrative officer of surgical services for The Johns Hopkins Hospital for 27 years. Hundt was honored in June for service to Johns Hopkins and for his contributions to Baltimore charities, for his board memberships and for his volunteerism. Baltimore City installed a red ceremonial street sign that says John Hundt Way in Eager Park. Hundt regularly participates in alumni panels and served on the MHA Advisory Committee and Alumni subcommittee until his recent move to the University of Texas, Southwestern Medical Center where he is the Administrator of Radiology.

---



**Fadi Rammo, FACHE, Class of 2012**, is Vice President of Operations, MedStar Medical Group. Rammo was the first Administrative Resident at MedStar Health and now serves as Preceptor for a MHA Administrative Resident each year. As an MHA student, he launched the JHU chapter of Upsilon Phi Delta Honor Society (UPD) and served as president for 10 years. He established a mentoring program and fostered the values of UPD inspiring over 110 members during his tenure as president. Rammo continues to serve as a mentor and shares his wisdom with students and early careerists.

---



**Jill Barbaro, MHA, Class of 2020**, is Senior Associate, Strategic Planner at Array Advisors, healthcare advisory and design service firm. She was the Vice President of the MHA Student Assembly as a student and continues to serve as a program speaker and mentor to students. Her current work focuses on the intersection of Architectural Engineering and Construction (AEC) and Healthcare professionals. Her article, **“5 Largest Impacts Coming to Aging-in-Place Market,”** was featured in the publication Accessible Living Premiere 2022 “Organizations focused on serving those looking to age in places who demonstrate creativity, flexibility, and forward thinking will find endless opportunities to grow their businesses and improve the lives

## Faculty Highlights

**The MHA program boasts a diverse faculty who prepare our students for the changing healthcare climate. This includes our core faculty with decades of hospital, ambulatory care, consulting, and academic experience. The MPH teaching mission is also supported by faculty with policy and research experience, from other departments in the University (Business, Medicine, and Education) and a complement of experienced practitioners. In this issue, we are highlighting three faculty that distinguished themselves in 2021/22.**



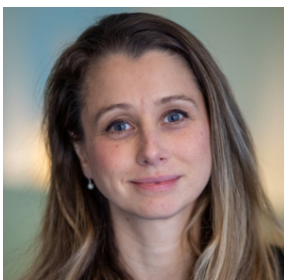
**Mark J. Bittle, DrPH, MBA, FACHE**, Director of the MHA program, the Master of Applied Science (MAS) in Population Health Management, and the MPH Concentration in leadership and management.

Bittle has over 35 years of healthcare experience and is a leader within the Johns Hopkins Bloomberg School of Public Health. He serves on the faculty Senate and departmental leadership and academic committees to advance the teaching agenda of the school. Bittle leads the teaching agenda and competency model of the program and focuses on leadership and organizational and management factors that influence physician alignment and managing change in complex organizations. Bittle serves on the boards of the Maryland Rural Health Association, the Maryland Association of Health Care Executives where he serves as Regent, and Shepherd's Clinic, which provides quality, low-cost primary health care to those who are medically uninsured in Central Baltimore. Bittle won the award for best message from the Regent (Geographic Regents) published during the 2021-2022 Convocation year. In 2022, he co-authored ***The Well-Management Ambulatory Practice*** textbook (DOI: 10.1891/9780826156631). Bittle has earned many **Excellence in Teaching** Awards for his courses including Principles and Applications of Advanced Payment Models in Population Health Management.



**Mark Shaver, MBA**, is a healthcare practitioner and faculty for the MHA program. He is the SVP of, Strategy, Physician Services & Business Development, University of Maryland -Upper Chesapeake Health. Prior to joining UM, Shaver was the SVP of Business Strategy & Health Systems Initiatives for Welltower, a \$40 billion health care real estate and operating company, where he drove the convergence of value-based programs focused on aging with health systems, payers, and technology integrators. Shaver spent 18 years at Johns Hopkins Medicine, most recently as their VP of Business Development and Strategic Alliances, leading partnerships with companies ranging from startups Protenus, Artifact and Accarent to Fortune 1000 companies such as Apple, Walgreens, GE Healthcare and Under Armour. He also serves on advisory boards for Pager Inc., ROSE Health, Safely You, and Omega Healthcare Inc.

Shaver developed a course, **Non-Traditional & Innovative Health Services Partnerships**, to address increase in mergers, partnerships, and investment in a variety of health care service areas. The course presents lessons learned by industry leaders who have experienced establishing partnerships with multi-national corporate, investor, and strategic entities focusing on clinical services, population health, and health/IT activities. Students prepare a creative analysis of a recent industry partnership to present to the class and also hear directly from industry leaders driving innovations across the country. He was recognized by students, receiving an Excellence in Teaching award.



**Mariana Socal, MD, PhD**, is an associate scientist whose academic work focuses on health policy, especially improving pharmaceutical access and affordability. She teaches the Introduction to US Healthcare course central to our MHA program. Socal was a 2022 recipient of the **Golden Apple Award**, the highest teaching accolade awarded by the Student Assembly annually by the Johns Hopkins Bloomberg School of Public Health. Socal is a physician trained in adult Neurology. She earned her MPP at Princeton and PhD at the Bloomberg School. She has testified before the U.S. Congress on drug pricing and testified at the Food and Drug Administration on issues related to biopharmaceutical regulation, including insulins.

## Administrative Residency and Preceptors

**A unique feature of the Johns Hopkins MHA program is a guaranteed paid Administrative Residency during the second year of the program. Our residency partner organizations represent essential segments of the US health care system, including payers, providers, and consultancy organizations. Students become members the executive management team and work on important assignments, make meaningful contributions and develop and enhance valuable competencies related to health and health care administration.**



MHA students celebrating match day.

### Students benefit from faculty preceptors:

*"I have lots of support and encouragement. They push me out of my comfort zone to help me better myself."*

“

*"My preceptor has served as an exceptional preceptor and mentor. Despite her extremely busy schedule, she has made it a priority to make herself available to me."*

”

*"I have had a great deal of exposure that has in fact allowed me to build my healthcare competencies...My professional development journey through the residency can be partially attributed to cultivating a relationship with a single organizational leader who eventually became my champion. This helped me gain visibility across the organization and be involved in ever-growing bodies of work."*

## ADMINISTRATIVE RESIDENCY PARTNER ORGANIZATIONS

Alvarez & Marsal (NY)

Office of Johns Hopkins Physicians (MD)

Booz Allen Hamilton (MD)

Johns Hopkins Medicine Sibley Memorial Hospital (DC)

ChenMed (FL)

Johns Hopkins Financial Analysis Unit (MD)

Cigna Medical Group/ Evernorth (AZ)

Johns Hopkins Oncology (MD)

CMMI SCMG (MD)

Kaufman Hall Consulting (IL)

CMMI SCMG DDSD (MD)

KPMG (MD)

Chesapeake Region Information System for Patients (MD)

MedStar Medical Group/ Center for Innovation (DC)

Deloitte Consulting (DC)

Price Waterhouse Coopers -PwC (DC)

Elation Health (TX)

Temple Physicians, Inc. (PA)

HCA Mountain Division (UT)

University of Florida Health Shands (FL)

Henry Ford Hospital (MI)

University of Maryland Capital Region Health (MD)

HPIRounds Consulting (DC)

University of Maryland Midtown Campus (MD)

Johns Hopkins Budget and Digital Finance Office (MD)

University Health System (TX)

Howard County General Hospital (MD)

University of Texas, SW Medical Center (TX)

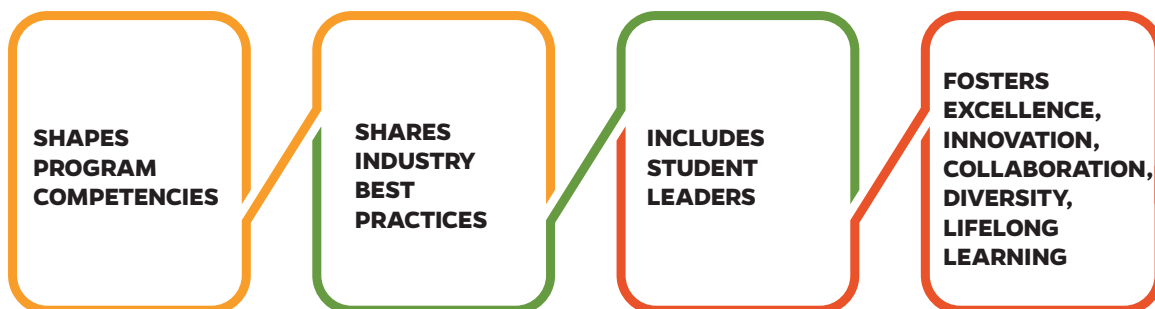
Johns Hopkins Hospital Department of Medicine (MD)

WellBe Senior Medical (IL)

Sidney Kimmel Comprehensive Cancer Center (MD)

Yale New Haven Health (CT)





## MHA Advisory Board Current Membership

The Advisory Board is led by Jay Blackman, our Executive in Residence. The Board plays a critical role in advising the Program on competencies, curriculum, and strategic priorities meeting semi-annually and utilizing ad hoc committees for particular topics. Members represent various industries and organizations. MHA Student Association leadership also serves on the Board.

- **Jay Blackman, MHA:** Chair of Advisory Board and JHU MHA Executive In Residence
- **Catherine Boyne, MHA:** Sr. Director, Strategic Operation Initiatives; Academic Division, Johns Hopkins Medicine
- **John Chessare, MD, MPH:** President/CEO, GBMC
- **Lisa Doshi, DrPH, MHS\*:** Department Administrator, Surgery, Johns Hopkins Medicine
- **Cyrus Engineer, DrPH, MHS, MHA:** Professor, JHBSPPH International Health; Baldrige Examiner; former undergraduate program director at Towson
- **Fadi Rammo, FACHE, MHA:** Vice President of Operations, MedStar Medical Group
- **Dennis Kain, MHA:** Sr. VP, Tyler & Company (Healthcare Recruiter)
- **Brett McCone, MHS\*:** Sr. VP, Health Care Payment, Maryland Hospital Association
- **Mary Myers, BSN, MS:** President/CEO, Johns Hopkins Home Care President- Home & Community Based Services-JHHS
- **Renay Tyler, RN, DNP, ACNP, CNSC:** Vice President and Associate Chief Nursing Officer of Ambulatory Service, UMMS/UMMC & Midtown
- **Lori Werrell, MPH:** Regional Dir., Population and Community Health, MedStar St. Mary's Hospital/ MedStar Southern MD Hospital Center
- **MHA Student Association:** President (Kelly Strachan) and Vice President (Molly Purcell)

\*Denotes BSPH MHA/MHS Alum

# Denotes MHA Residency Preceptor

# By the Numbers

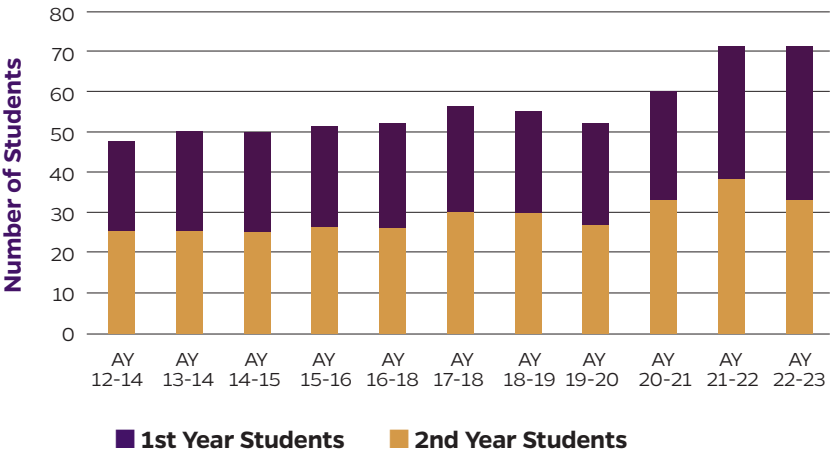
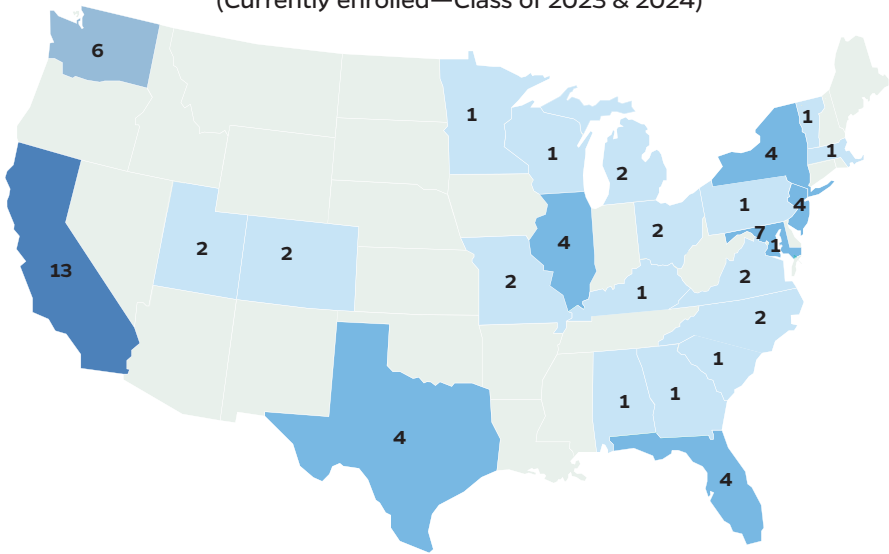


Our accelerated two-year residential cohort program has been CAHME accredited since 1992, and we recently completed a successful seven-year reaccreditation. We are honored to have supported over 750 alumni.

**The 71 students currently represent 22 states across the country!**

As an early careerist program with an administrative residency designed to develop experience, we generally admit approximately 50% of the class straight from undergrad. However, they all have internships and/or significant volunteer work in health care. We received over 250 applications in the recent cycle and welcomed 33 students with a 3.73 median undergraduate GPA in the class of 2024.

**Johns Hopkins MHA students by state**  
(Currently enrolled—Class of 2023 & 2024)



Because the Bloomberg School of Public Health has 4 eight-week terms in an academic year, we are able to offer an accelerated program with one year of didactic work and a required one-year administrative residency. In the 2021-22 academic year, we modified the curriculum to add the course, Advanced Payment Systems. We also added five students to the cohort and successfully placed them in residencies. We have longstanding partnerships with our residency partners, and are excited that this year, we added 10 new residency partners: Centers for Medicare and Medicaid (MD), Elation Health (TX), High-Performance Interdisciplinary Rounds (HPIRounds) consulting (DC), Johns Hopkins Budget & Digital Finance (MD); Sibley Hospital, (DC) Sidney Kimmel Comprehensive Cancer Center (MD) University Health System (TX), University of Maryland Baltimore Washington Campus (MD) University of Texas Southwestern Campus (TX) and Wellbe Senior Medical (IL).

In 2021, we were invited to CAHME Mentorship Circle (CMC) in 2021. As a mentor program, we are thrilled to collaborate with other MHA programs seeking continuous quality improvement or accreditation. CMC is not just an honor; it is a commitment to the quality education of our future healthcare leaders. It's been a wonderful experience working with Duquesne University on their accreditation journey!

### **Benchmarking Analysis:**

CAHME has started to produce benchmarking data for accredited MHA programs. In order to understand our position relative to other programs, an analysis was conducted to create an index of the Johns Hopkins MHA program relative to the US News & World Report Top 20 residential programs in health care management. Five programs in the USN&WR Top 20 require a residency for graduation (including Johns Hopkins). The analysis yielded some interesting observations:

JHU is about 15% higher in total costs when you include in-state tuition; however, when looking at out-of-state tuition / private schools, our costs are lower than average.

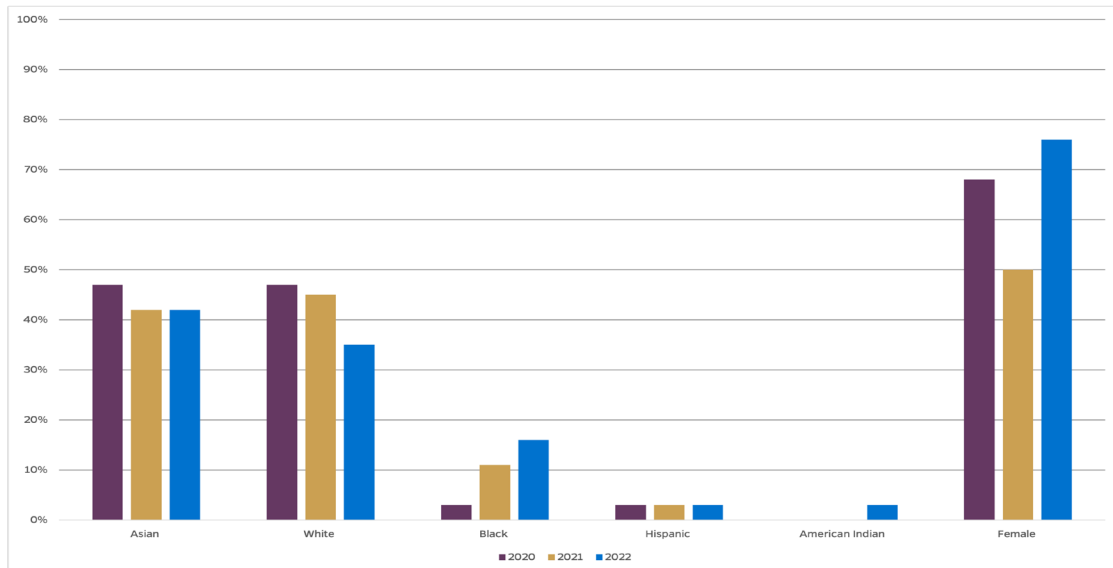
JHU has almost two times as many applications as the average program and our enrolled students have a higher GPA.

JHU has slightly stronger reported job placement rates and median job salaries.

Given that we are the only MHA program with an integrated residency matching program, a feature very attractive to early careerists, we expected to see that our students would have less experience. However, we fall at the average of the USN&WR Top 20 in terms of the percentage of students with >1 year of experience.

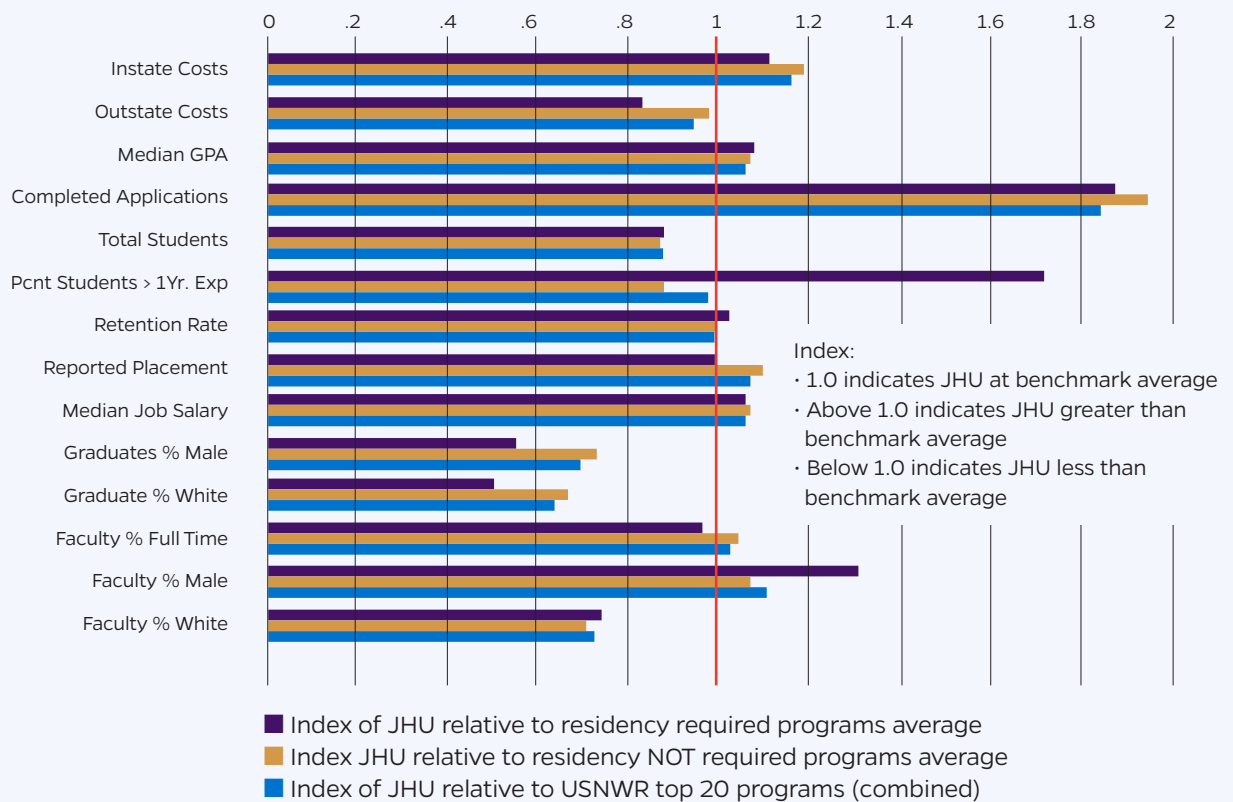
JHU has less students that are male and less students that report race as white; however, JHU has more male faculty than other programs, but more diversity among faculty.

### MHA students by race, sex, matriculation year



### Analysis: Index of JHU MHA relative to top 20 U.S. News & World Report Health Management programs

Source: CAHME Benchmark data 2021 data





JOHNS HOPKINS  
BLOOMBERG SCHOOL  
*of* PUBLIC HEALTH

**Health Policy  
& Management**



**CAHME**  
Accredited