The Generation Gap Theory

Dr. Amber Morgan discusses how technological advances are both causing and solving the gap between generations.

Interview by Natalie Lane | Illustrations by Robert Manning
The University of Illinois Chicago has launched a new graduate program, the Executive Master of Healthcare Administration Program (EMHA), which produce executives educated to make essential contributions to health care organization’s leadership teams in the current and future American health care system. The program admits individuals, who have a Clinical Doctoral Degree or Equivalent Work Experience, and prepares them with substantial management expertise to facilitate the key integrative role between practicing clinicians and the administrative structure of the health care delivery organization.

The spring 2015 inaugural cohort commenced with a group of clinical department chairs at the UIC College of Medicine/UIH. Together they will progress through their two year program coursework as a single group of leadership colleagues from the College of Medicine.

The program emphasizes population health concepts and analysis as a critical aspect for an effective healthcare organization. The Ethical Issues in Healthcare Management course will present clinician executives with scenarios that they are likely to experience in their organizations, and will provide frameworks for balancing the needs of the organization against the needs of the populations they serve. The Health Policy and Politics course will take a population - based approach to managing the needs of a community, while considering the effects of the political environment, economic and social factors, and public opinion on the delivery and access of health care. Overall, this program will emphasize multiple stakeholders and value - based perspectives from both a clinical delivery and executive perspective essential to effectively managing a healthcare organization in an increasingly complex environment.

EMHA PROGRAM DIRECTOR, JAY NOREN DESCRIBES THE EXECUTIVE MASTER OF HEALTHCARE IN ADMINISTRATION AS:
"ABRIDGE SPANNING OBJECTIVE BETWEEN THE CLINICIAN ENTITY OF HEALTHCARE DELIVERY AND THE ADMINISTRATIVE ENTITY OF HEALTHCARE DELIVERY, SO CRITICALLY IMPORTANT IN THESE TIMES OF MAJOR CHANGE IN THE HEALTHCARE SYSTEM".
Courses are developed and taught by utilizing faculty from healthcare organizations and other UI graduate school programs.

The EMHA faculty is composed of full-time SPH faculty and industry centered adjunct faculty who provide real-life group projects that include clinicians and administrators working across departments and roles in an interprofessional educational experience.

- ETHICAL ISSUES IN HEALTHCARE POLICY AND MANAGEMENT
- HEALTH POLICY & POLITICS
- HEALTH ORGANIZATIONAL LEADERSHIP
- HEALTHCARE FINANCE I & II
- HEALTHCARE HUMAN RESOURCES MANAGEMENT
- INFORMATION AND DECISION SUPPORT SYSTEM FOR ADMINISTRATION
- LAW AND THE HEALTHCARE SYSTEM
- MANAGERIAL EPIDEMIOLOGY
- MANAGERIAL HEALTH ECONOMICS
- MARKETING HEALTH PROGRAMS
- QUALITY MANAGEMENT IN HEALTH SERVICES
- QUANTITATIVE METHODS
- SPECIAL PROJECT CAPSTONE
- STRATEGIC MANAGEMENT OF HEALTHCARE ORGANIZATIONS
- US HEALTHCARE SYSTEMS
The “EMHA Special Project”, creates a structured process for students to produce a professional analysis of a significant organizational challenge facing the student’s healthcare organization and/or a major programmatic initiative being contemplated by the organization. The Special Project is developed by the student or a Special Project team throughout the two years of the EMHA Program. Students may work on the Special Project individually or in teams of up to three members. Each student or team will have a faculty mentor throughout the two year Special Project with potential input from other faculty as appropriate.

The “Special Project” culminates in the last semester of the program with a paper and presentation that addresses:

- General description of the challenge the Special Project addresses
- Relevant literature review
- Competing proposals for addressing their healthcare organization issue;
- Optimal proposal among the alternatives based on a comparative assessment of the competing proposals
- Implementation plan for the recommended proposal
- Plan for evaluation of Special Project impact short and long-term

The Special Project goals are acquisition of key competencies and a comprehensive analysis that assesses a significant challenge for the healthcare organization and optimally leads to conclusive decisions on a major programmatic initiative.

Each student will select a special project topic during the first semester of CEMHA either as an individual or a member of a Special Project team.

Following are the ideas suggested initially:

- University of Illinois Health Plus: Transition from Fee-for Service to Capitation
- Surgicenter: Development, Business Plan, and Execution
- Translational Bioengineering in Healthcare Delivery
- New, Innovative Model of Healthcare Delivery: Is There a Novel Approach to Fix the System Marketing of Community-Based Healthcare

One of the unique characteristics of the EMHA program is that all students (under the guidance of an executive mentor) will engage in a special management project directly related to current challenges in their healthcare organizations. The first cohort of College of Medicine Department Chairs will address current issues facing U of I Hospital and Health Science System.
CURRENT STUDENTS

Lawrence Chan MD: Department Head of Dermatology and Dr. Orville J. Stone Professor (Conferred Degree December 2016)

Simone Crivellaro MD: Director of Urology Robotic Training and Assistant Professor in Minimally

Timothy Erickson MD: Associate Dean for Faculty Affairs at the College of Medicine, Department Head of Emergency Medicine, Director of Global Health

Jorge Girotti PhD: Research Assistant Professor Department of Medical Education

Anand Kumar MD: Department Head Psychiatry and Lizzie Gilman Professor (Conferred Degree December 2016)

M. Michele Mariscalco MD: Regional Dean, Professor of Pediatrics, University of Illinois College of Medicine at Urbana-Champaign (Conferred Degree December 2016)

Chanannait Paisansathan MD: Director of Medical Student Anesthesia Rotation and Subspecialty Clerkship. Associate Professor Of Anesthesiology, Pediatric Anesthesiology Fellowship Director

Zeeshan Pasha MD: Research Assistant Professor, Department of Ophthalmology and Visual Science

Mark Potter MD: Director of UI Health Plus and Associate Professor of Clinical Family Medicine Invasive Urology

Usha Raj MD: Professor of Pediatrics

Colleen Roach RN: District Clinical Specialist at KCI Medical (Conferred Degree December 2016)

Mark Rosenblatt MD: Department Head and Professor of Ophthalmology & Visual Sciences; Illinois Lions/Charles I. Young Chair in Ocular Research; Director, Corneal Regenerative Medicine Laboratory

Alex Stagnaro-Green MD: Regional Dean, University of Illinois College of Medicine at Rockford

Anthony Tardi PharmD: Clinical Pharmacy Specialist at JBVA Medical Center

Neelima Gaikwad Patel OT: Occupational Therapist, ManorCare

Franklin Mueller: Internal Consultant, Performance Consulting Group, Presence Health Systems

Patrice Lassa PT: Physical Therapist, Cook County Health & Hospitals System

Edmund Cortez MD: Associate Head of Pediatrics and Chief or Pediatric Intensive Care, University of Illinois College of Medicine

Jaklyn Hanipale PT: Physical Therapist, Cook County Health & Hospitals System
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Not only does the UIC EMHA program partner with support institutions of a sponsored cohort, we actively seek to partner with nationally recognized health care member organizations offering some but not all the necessary pre-requisites for a master’s level curriculum in health administration. This partnership allows further tuition discount consideration for students and reduces the total number of hours required for completion of a degree.
A New Kind of MBA

A unique program lets Chicago-area physicians earn an advanced business degree based solely on health care concerns

By Cheryl England

Many physicians lament the fact that medical schools offer very little, if anything, in the way of a business administration education. “Yet physicians who have vast clinical experience often find themselves taking on leadership roles,” says Jay Noren, MD, associate dean in the College of Medicine at the University of Illinois at Chicago. “They have the talent and personality to head up departments in larger organizations. But these ‘bridge spanners’ don’t necessarily have the formal business training they need.”

Recognizing this need in Chicago, Dr. Noren approached Dimitri Azar, dean of the College of Medicine at UIC, about starting a healthcare-focused master of business administration program at the school. No stranger to the concept, Dr. Noren had actually previously started a similar program during his tenure at the University of Wisconsin’s School of Medicine and Public Health. Enthusiastic, Dr. Azar agreed to the idea.

Getting Started

This year marks the first year of the program, called the Clinician Executive Master of Healthcare Administration (CEMHA) program. Dr. Noren serves as the program’s director. Six physicians—all department heads at the College of Medicine—signed up as the first graduating class. The program will be admitting more students for the 2015-2016 year.

Anand Kumar, MD, is one of the members of the first graduating class. “I’ve been the head of the psychiatry department here for nearly seven years,” he says. “My job increasingly requires better knowledge of health-care systems and how they operate. Sure, you could argue that I could learn that on the job, but if there’s a smarter way to learn what you don’t know, then what’s the point?”

Similarly, Michele Mariscalco, dean of the Urbana-Champaign campus of the College of Medicine, wants to acquire business acumen that might be difficult to get on the job. “I’m working a lot with informatics,” she says. “I want to learn how to better integrate that with health-care to create a better system. I also want to explore more fully how policy will affect how we physicians care for our patients in the future.

Advantages for Physicians

Make no mistake: the two-year, four-semester program is every bit as intense as any traditional MBA program, requiring a large time commitment from its students. The program, however, is unique in that unlike a traditional MBA it focuses solely on business administration as it relates to health care. Five key differences between the CEYHA program and a traditional MBA include:

• All admitted students must bring extensive experience as practicing clinicians.
• The course work focuses traditional management and leadership education on the essential collaboration between clinicians and administrators for effective and efficient leadership unique to the health-care industry, emphasizing population health sciences principles and methods as a central theme.
• The student experience occurs with a single group of colleagues and takes full benefit of the interaction both during the program and in career paths following graduation.
• All students engage in a special management project directly related to the health-care organization in which they currently work, under the guidance of an executive mentor.
• The program schedule accommodates the continuing clinical responsibilities and professional commitments of mid-career clinicians through efficient use of distance education techniques, while also maximizing opportunities for personal interaction of group members and faculty through intense on-campus periods intermittently throughout the program.

These differences all add up to a program that makes physicians glad to make the time commitment. Both Dr. Kumar and Dr. Mariscalco are quick to note that the program is highly demanding. “There never seems to be enough time,” says Dr. Mariscalco. “But on the flip side, we all bring years of clinical experience to the table. We can build on each other’s knowledge.”

The ability to do a hands-on practical project as part of the course is also a plus for the physicians. Dr. Kumar, for example, has chosen to do a project integrating behavioral health in a large academic medical center—that is, at the UIC College of Medicine. “Running a behavioral health program would be easier if we were purely a clinical setting,” he says. “But for this project, I need to bring together trainees, research, basic science and clinical work. There are a variety of competing elements.”

Success in completing the projects, and the program, bodes well for the future of Chicago medicine.