



# Harry Harwick Course on Healthcare Administration: Evolving Role of the Healthcare Leader

*Presented by the Mayo Clinic Division of Hospital Internal Medicine*



Saturday, January 21, 2017

8 AM – 3 PM

Mayo Clinic Phillips Hall. Siebens Building  
100 2nd Avenue Southwest. Rochester, MN 55905



# Schedule

8:00 Check-in and Breakfast

8:30 **Welcome**

*Cyndi Smith, MHSA*

8:40 **Leadership Bias**

*Jamie Newman, MD*

9:00 **Leading in an Evolving Environment**

*Mary Jo Williamson, MBA*

9:30 **Building a Sustainable Workforce for the Future**

*Cathy Fraser, MBA*

10:00 Break

10:15 **Fostering Healthcare Innovation on the Front Lines**

*Justine Mishek, MHA*

10:45 **Integrating the Power of Patient-reported Outcome Measurements into Clinical Care**

*Timothy Beebe, PhD*

11:15 **The Role of Leadership in the New Era of Value-Based Reimbursement**

*Richard Priore, ScD, MHA, FACHE, FACMPE*

11:45 **Lunch and Table-based Population Health Case Discussion**

12:45 **National Healthcare Policy Update**

*Jean Abraham, PhD*

1:25 **Update on Governor's Task Force on Mental Health**

*Bruce Sutor, MD*

2:00 **Panel Question and Answer w/ Dr. Abraham and Dr. Sutor**

**Moderator:** *Ashton Schatz, JD, MHA*

2:20 **Career Development and Administrative Perspectives Panel Discussion**

**Moderator:** *Jean Abraham, PhD*

**Panelists:** *Ann Meyers, MS, Brenda Martin, MHA, Cyndi Smith, MHSA and John Knudsen, MD*

2:50 **Closing**

*Jamie Newman, MD*

# Program Description

After a highly successful 2016 Inaugural Harry Harwick Course on Hospital Administration, the Division of Hospital Internal Medicine is pleased to strengthen their relationship with the University of Minnesota and the American College of Healthcare Executives. This year's course will focus on the evolving role of healthcare leaders. The program is intended for administrators, providers and students alike with core sessions on topics such as hospital and financial leadership, changing payment models, health law and human centered design.

# Course Content

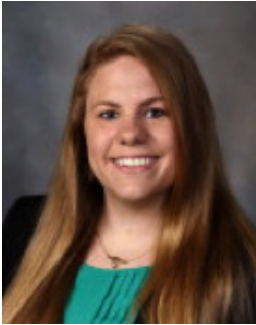
Mayo Clinic physicians and administrators, and faculty will present course content from the University of Minnesota with support provided by the American College of Healthcare Executives (ACHE) Minnesota Chapter and SE Minnesota Local Program Council. 1.5 Face-to-Face ACHE Credit will be available for the morning session on the Future of Healthcare Financing. 4.5 ACHE Qualified Education credits will be available for the rest of the day's sessions.

# Course Committee

## Course Committee:

Jamie Newman, MD,  
Jean Abraham, PhD,  
Ashton Schatz, JD, MHA,  
Terre McJoynt, MSM  
Cydni Smith, MHSA

# Welcome



Cydni Smith, MHA

*Director, Midwest Admission and Transfer Center, Mayo Clinic*

Cydni Smith, MHA holds the title of Assistant Professor of Health Systems Engineering and is the Director for Mayo Clinic's Midwest Admission and Transfer Center. Cyd started her career with Mayo as an Administrative Fellow and has served in Research Administration, Hospital Internal Medicine, Revenue Cycle, International Practice and the Office of Health Equity and Inclusion. She is also chair of eMERGING Leaders, the young professionals Mayo Employee Resource Group, a member of the Diversity and Inclusion Committee and Hospital Incident Command System steering committee. Prior to joining Mayo, Cydni had a career in cardiovascular outcomes research at the University of Michigan where she also received her Master's in Health Services Administration. She is the Education Chair for the Southeast Minnesota Local Program Council and a member of the Minnesota ACHE Education Committee.

# Leadership Bias



James Newman, MD

*Assistant Professor of History of Medicine,  
College of Medicine and Education Chair,  
Hospital Internal Medicine, Mayo Clinic*

Jamie Newman is a Hospitalist, Medical Director for the Mayo Clinic Midwest Admission and Transfer Center, Chair of the Care Management Committee, and Chair of the Hospital Internal Medicine Education Committee. Dr. Newman received his BA from Johns Hopkins University, his MD from The Mayo Clinic and his MHA from the University of Minnesota Executive Masters in Health Administration. His research activities revolve around education, administration and medical history. He also writes a column for ACP Hospitalist.

# Leading in an Evolving Environment



Mary Jo Williamson, MBA

*Chair of the Department of Practice Administration, Mayo Clinic*

Mary Jo Williamson is the Chair for Practice Administration at Mayo Clinic. She previously served as the Director for the Mayo Clinic Care Network, as well as roles as Vice Chair for Mayo Clinic Health System Administration providing operational and programmatic leadership to on-going initiatives and new strategic directives across the twelve sites.

Prior to working for Mayo Clinic, Mary Jo worked in the Strategic Services Division of Anderson Consulting and as Director of Budgeting for Rose Medical Center in Denver, Colorado.

Ms. Williamson has served on the Mayo Clinic Management Team, Mayo Clinic Clinical Practice Committee, Rochester Executive Operating Team, and Mayo Clinic Administrative Team and is a member of the Mayo Clinic Board of Governors and Mayo Clinic Board of Trustees. She is also a board member of CentraCare Health System in St. Cloud Minnesota. Mary Jo is a graduate of Arizona State University with a Bachelor of Science in Finance and Accounting and received a Master of Business Administration from Southern Methodist University in Dallas, Texas.

# Building a Sustainable Workforce for the Future



Cathy Fraser, MBA

*Chief Human Resources Officer, Mayo Clinic*

Cathy Fraser is the Chief Human Resources Officer for Mayo Clinic. She is responsible for the human resource strategies and services that ensure that Mayo's current and future workforce fulfill Mayo's primary value of ensuring the needs of the patients come first.

Cathy joined Mayo Clinic in 2016. Previously, she led Human Resources at Tenet Healthcare, a large national healthcare services company. Earlier in her career, she served as a management consultant at McKinsey & Company, helping clients with organization and human capital opportunities. She also worked in various Finance roles at American Airlines and Sabre, and Finance roles at General Motors.

Cathy earned her Bachelor's degree in Business Administration from the University of Washington and an MBA from the University of Michigan. Previously, she was the Chairman of the Workforce Solutions of Greater Dallas, an Associate Board member of the Financial Partners Credit Union, and a Board Member of The Board Connection, a Dallas-based organization promoting the advancement of women on public company boards.

# Fostering Healthcare Innovation on the Front Lines



Justine Mishek, MHA

*Instructor, Division of Health Policy and Management, School of Public Health, University of Minnesota*

Justine Mishek, MHA serves as Senior Lecturer for the Masters of Healthcare Administration Program, Division of Health Policy and Management, School of Public Health. She is the lead instructor for the Minnesota Problem Solving Method Curriculum alongside the Strategy and Marketing Curriculum for both the Full-time and Executive MHA Programs.

Justine brings extensive experience from prior leadership positions across the country in product management, business development, consulting and technology services as Kaiser Permanente, ECG Management Consultants, Fairview Health Services, athenaHealth, and as an independent consultant.

Justine holds a Bachelor of Arts ('97) and a Master of Healthcare Administration ('02) degree from the University of Minnesota.

# Integrating the Power of Patient-reported Outcomes Measurement into Clinical Care



Timothy Beebe, PhD

Professor and Head, Division of Health Policy and Management, School of Public Health, University of Minnesota

Timothy Beebe, PhD., has a special interest and substantial experience in developing and testing health measures and evaluating new data collection methods. He is Division Head, Division of Health Policy Management, School of Public Health, University of Minnesota. He recently served as Chair of the Division of Health Care Policy and Research and Director of the Survey Research Center, both part of the Department of Health Sciences Research, Mayo Clinic Rochester.

# The Role of Leadership in the New Era of Value-Based Reimbursement



Richard Priore, ScD, MHA, FACHE,  
FACMPE

Assistant Professor, Division of Health Policy  
and Management, School of Public Health,  
University of Minnesota

Rich Priore's executive leadership experience spans over 20 years in the investor-owned, not-for-profit, and government healthcare sectors serving in integrated health systems, academic medical centers, physician-owned hospitals, and multispecialty group practices. He has been the CEO for several investor-owned hospitals and recently a turnaround expert and managing director for the Hunter Group. He is currently a Managing Principle for Caldwell Butler & Associates, leading the High Impact Margin Improvement practice focused on the assessment, execution, and speed of measurable results in labor and non-labor management, growth, and physician alignment. Rich earned a Doctorate in Health Systems Management from Tulane University and a Masters in Healthcare Administration from Baylor University. He is an Associate Professor at the University of Minnesota's top-ranked graduate program in health administration where he instructs in health finance and service line management. Rich is board-certified in healthcare management, an ACHE Fellow, a board-certified Medical Practice Executive, and American College of Medical Practice Executives Fellow.

# National Healthcare Policy Update



Jean Abraham, PhD

*Wegmiller Professor in Healthcare Administration Leadership, Health Policy and Management, School of Public Health, University of Minnesota*

Jean Marie Abraham is the Wegmiller Professor and Director of the Master of Healthcare Administration Program at the University of Minnesota. After completing her Bachelor's degree in Economics and Political Science from the University of Arizona and a Ph.D. in Public Policy and Management from Carnegie Mellon University, Dr. Abraham joined the University of Minnesota faculty in 2001. Dr. Abraham's area of expertise includes health policy and economics. Over the past 15 years she has published more than 50 peer-reviewed articles focusing on topics including employer-based health insurance, employer wellness program evaluation, competition in insurance and hospital markets, and the impact of the Affordable Care Act on insurers, employers, and providers. During academic year 2008-2009, she served as the senior economist on health issues for the President's Council of Economic Advisers in Washington, D.C., under both the Bush and Obama administrations.

# Update on Governor's Task Force on Mental Health



Bruce Sutor, MD

*Practice Chair, Department of Psychiatry and Psychology, Mayo Clinic*

Bruce Sutor, MD, is a Consultant and Assistant Professor of Psychiatry at the Mayo Clinic in Rochester, MN. He has been Practice Chair for the Department of Psychiatry and Psychology at Mayo since 2011 and in 2016 was appointed to the Governor's Task Force for Mental Health. A native Minnesotan, Dr. Sutor graduated from Mayo Medical School and completed his residency training in psychiatry at Mayo Clinic. His research interests include management of behavioral problems in dementia patients and Electroconvulsive Therapy.

# Public Policy Panel Moderator



Ashton Schatz, JD, MHA

*Administrator, Contracting and Payer Relations, Mayo Clinic*

Ashton Schatz is an Administrator within Contracting and Payer Relations at Mayo Clinic in Rochester. Within her role, she is responsible for creating relationships and negotiating contracts with payers that enable access to care at Mayo Clinic. Previously, Ashton was part of the Medicare Strategy Unit, serving as a regulatory consultant to administration, physician leadership, finance and other operational personnel. Much of her background is heavily focused on maintaining compliance with state and federal regulations and providing interpretive guidance on complex billing requirements that impact clinical practice areas. Ms. Schatz has a Juris Doctor from Hamline University School of Law, with certifications in health law and healthcare compliance, and completed a Masters in Health Administration from the University of Minnesota.

# Career Development and Administrative Perspectives Panel Discussion

**Moderator:** *Jean Abraham, PhD*

## **Panelists:**

**Ann Meyers**, Vice Chair, Health System Administration, Mayo Clinic

**John Knudsen**, MD, Medical Director, Office of Health Equity and Inclusion, Chair, Division of Ultrasound, Mayo Clinic

**Brenda Martin**, MHA, Manager, Resource Training and Development, Mayo Clinic

**Cyd Smith**, MHSA, Director, Midwest Admission and Transfer Center, Mayo Clinic

## Lunchtime Population Health Cases facilitated by St. Mary's University

- Olmsted Community Health Needs Assessment – Stacy Sundve, MPH, MS Epidemiologist Division Director, Health Assessment and Planning Olmsted County Public Health Services
- Population Health through the lens of State Government – Jackie Hayes, MAOL Project Manager - EMR Implementation Minnesota Department of Human Services
- Mayo Clinic Office of Population Health – Lesa Anderson RN–Nurse Administrator Mayo Clinic Health System
- Olmsted Medical Center Clinical Informatics and Data - Wendy Scheckel, RN, BSN, PhD Director of Quality Services and Clinical Informatics Olmsted Medical Center

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Special thanks to the Minnesota Chapter of the American College of Healthcare Executives and the Southeast Minnesota Local Program Council.

ACHE Face to Face Credits are also accredited by the Accreditation Council for Continuing Medical Education (ACCME), The National Association of Long Term Care Administrator Boards (NAB) and National Association of State Boards of Accountancy (NASBA). Go to [ache.org](http://ache.org) to learn more.

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