

# MD/MBA Futures

MD/MBA in Health Management Program, Tufts University School of Medicine

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## Tufts MD/MBA Program and Brandeis' Heller School Launch Exciting New Partnership

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Tufts University School of Medicine (TUSM) and Brandeis University's Heller School of Social Policy and Management (Heller) are proud to announce a new partnership that will offer a four-year dual MD/MBA degree program to a select number of matriculants at TUSM. The new program is the latest iteration of the combined MD/MBA degree offered by TUSM for more than ten years.

For TUSM, the great strength of working with the Heller School is the highly invested and cohesive faculty members such as Dr. Stuart Altman, Dr. Brenda Anderson, Dr. Jon Chilingirian (current Brandeis MD/MBA Director), Dr. Barry Friedman, and Dr. Jody Hoffer Gittel (current Heller MBA Director), who are all committed to working with the dual degree program, and developing and improving the curriculum and learning sequence. The Heller faculty members are international health care experts who do research in the health policy and management fields. The Heller MBA program prepares early- to mid-career professionals to effectively manage organizations with a social mission, including those in non-profit, for-profit and public sectors. Heller's MBA provides students with training to address both entrepreneurial pursuits in medicine and technology and the distinctive managerial issues facing organizations whose mission is to help underserved and vulnerable populations, or to broadly address social and environmental outcomes. The Heller MBA is fully AACSB- (Association to Advance Collegiate Schools of Business) accredited, and last year was recognized by the Aspen Institute's Beyond Grey Pinstripes as the #1 MBA program in Boston for addressing social and environmental impact.

Since 1995 TUSM has offered medical (MD) students an opportunity to obtain a combined MD/MBA degree in partnership with Brandeis' Heller School and the Northeastern University College of Business. This highly successful program has graduated nearly 100 physician-MBAs. Graduates have pursued a broad spectrum of clinical leadership and business interests, with 90% continuing their training in clinical residencies. Their evolving careers span clinical medicine and management.

In this new MD/MBA dual degree program, applicants who are accepted to TUSM will be considered immediately for admission to the Brandeis MBA program. MD/MBA students who matriculate and complete the MD/MBA dual degree program will receive an

accredited MBA degree with a concentration in Health Policy and Management from Brandeis University in addition to their Tufts MD degree.

Beginning in 2009 (class of 2013), MD/MBA applicants will apply for the Heller MBA degree program via the online TUSM secondary application at any time during the application cycle. Early applications are preferable. The Heller MBA admissions committee will review these applications after applicants have been offered admission to TUSM. If not taken before admission, the GMAT will be taken during orientation in June but will not be a factor in TUSM's or Brandeis' admission decisions.

This dual degree program is one of a very small number of programs offering concurrent admission to both programs. It is also one of the few MD/MBA programs in the country that allow students to earn both degrees in 4 years.

The current MD/MBA program has enjoyed a strong and fruitful collaboration with Northeastern's College of Business. We look forward to other forms of collaboration with Northeastern University in the future.

The new TUSM/Brandeis partnership will offer a curriculum built on the foundation established over ten years. Courses begin at Heller in mid-June before the start of medical school at TUSM. First-semester didactic courses are paired with a hands-on healthcare management project conducted at one of Boston's premier hospitals. During the school year students complete one Heller course each semester while concentrating primarily on their medical school studies. During the summer between the 1st and 2nd years of medical school, MD/MBA students take several additional courses toward the MBA portion of their dual degree. The few remaining MBA courses are spread out during the 3rd and 4th years of medical school. Some medical school coursework is double-counted.

As the new curriculum at TUSM is implemented for the Class of 2013, students will finish both the pre-clinical curriculum at TUSM and about 85% of their MBA requirements by the end of their second medical school year. Final MBA courses focus on student clinical case reviews and are generated from observations made during their third year. A course in the management of healthcare organizations and a final team consulting project completes the MBA degree requirements.

For more information please contact John Ludden, MD, Program Director, at 617-636-2486 or email [john.ludden@tufts.edu](mailto:john.ludden@tufts.edu).

# The Tufts MD/MBA: Past, Present and Future

*Grace Saeko Mitchell, MD/MBA'09*

As a fourth-year MD student on the cusp of transitioning from student to physician, I look at the world around me differently from how I looked at it a few short years ago. An elderly patient with a bum knee and a limp now has osteoarthritis, and I no longer confuse Lasix, a common diuretic medication, with laser eye surgery (Lasik). I share with my 170-plus classmates both a newfound appreciation for the intricacies of the human body and an acceptance of treating patients with strokes, heart attacks and cancer as another day at the office. As a dual-degree MD/MBA student, however, I have also been afforded opportunities to learn about health care beyond what can be learned in a pathophysiology textbook or an emergency department.

I recall the first day my MD/MBA 2009 classmates and I met in June 2005, when each of the 16 of us recited what we hoped to one day accomplish with our dual degrees. I was surprised to hear how different our plans were. For instance, one student hoped to work with angel investors in health care, while another wanted to develop medical devices. When I initially applied for the MD/MBA, I was quite sure I wanted to be an ob/gyn running her own private practice. Having worked both for a private ob/gyn office and for my father's small business in previous years, I could appreciate that running a small private business was no easy task. Thus, I wanted a set of skills that would help me be an effective manager and savvy business owner. Hospital administration and medical education, on the other hand, seemed too broad for my interests, though I had no idea what they entailed.

During my first year, I took a class entitled "Operations Management," which was the introduction to my interest in efficiency and process flow. It was here that I learned to pay attention to processes, and to draw them out in flow charts to look for bottlenecks. Suddenly I couldn't look at the menu on the wall at Starbucks anymore because I was busy observing how the lines moved and whether the space was efficiently shared by countertops and espresso machines. Hooked, I chose to focus my 2006 summer practicum experience on how office space affects process flow and efficiency in a private urogynecology office. I was fascinated by how a patient's experience could be shaped by the wallpaper in the waiting room or by how long the line was to use the restroom. It also started to occur to me that perhaps these issues could be found in the hospital setting, where larger volumes of patients could be impatiently tapping their feet, waiting for the restroom. Over the next few years, this interest of mine developed further, particularly when I began my clinical rotations. While on my third-year psychiatry rotation, for example, I was shocked to observe how one patient's care was nearly compromised by an outdated computer system and a flurry of redundant paperwork. Incensed, I analyzed this for my final presentation, in the hopes of raising awareness within both the psychiatry department and the hospital.

While exploring my interests in efficiency and process flow in the hospital setting, I also was concurrently developing an interest in medical education. Medicine has a rich history of teaching, a long

standing tradition of apprenticeship-like evolution. Medical students learn about physical diagnoses, diseases and drugs from interns, residents, attending physicians, patients and textbooks. Rarely, however, do we learn from these valuable teachers what a Balance Sheet is or why we should care what it is. Thus, I am particularly proud to be part of an ongoing project that seeks to address this issue. During the second half of my first year, two of my classmates and I teamed up with three second-year MD/MBA students to create a curriculum for traditional MD students to learn about the business and management of medicine. We designed an interactive class to be offered through the Selectives program at TUSM for first and second-year MD students that would offer a taste of what we learn in our health care management classes. The class is now in its third year, and has become one of the most popular selectives offered. While it was useful to learn about the logistics of undertaking such a project, what I found most gratifying were the favorable responses from participants that we were fulfilling an unmet need.

Now that I am only a few months away from shedding my short white coat and donning a long one, I say with conviction that surely I will strive to improve efficiency and process flows in the hospital with the support of my dual degree. I say this with the same conviction, however, that I had four years ago when I began the degree in order to run a private ob/gyn practice. In reality, it is difficult to envision exactly how I will use my degree in my career. However, I'm quite certain that I will use one of the most powerful tools I'm developing, which is the ability to take a step back from the day-to-day clinical tasks in caring for patients, and to observe how those tasks are being carried out. Regarding reading films, a radiologist once told our class, "You'll never find anything if you don't know what to look for," but I think this is just as true when evaluating the quality of a process. Whether the process is how a CT scan is ordered or how a medical student learns how to listen with his stethoscope, I appreciate that the Tufts dual degree program has equipped me in some way to influence the world of health care.

## MD/MBA Futures

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## From Wallstreet to Medicine

*Jonathan Moran, MD/MBA'09*

In the year 2000 my career was very much on track. I was vice president at SG Cowen Securities working as an equity research analyst covering the pharmaceutical industry. My responsibilities were to scrutinize drug stocks and provide advice to large institutional investors. Part of my job was to analyze the investment impact of new pharmaceuticals, which required in depth knowledge of certain diseases and regular consultation with practicing physicians in various fields of medicine.

My job, while demanding, was enjoyable and financially rewarding. I should have been content; however, something was missing. Then in 2001, two events made me question my professional life further: the death of my grandmother and the terrorist attacks on the U.S. on September 11th.

I was close to my grandmother as she spent summers with my family growing up. In her later years, she tripped, fell down a flight of stairs and broke her hip. That led to two surgeries, a prolonged hospital course, and her death several months later. The physicians who cared for her made a difference not only in her life, but also in mine. They were competent physicians with excellent bedside manners. These doctors were inspirational and left an imprint on me.

The events of September 11th were significant for us all. For people in the investment field they hit even closer to home. Many SG Cowen clients, including all but one person from Fred Alger Management, Inc. were killed in the attack. The New York branch of Cowen is located in the heart of Wall Street, steps away from the World Trade Center, and many of my co-workers were deeply affected.

These two events were the catalyst for my professional change. I decided that I was no longer content with seeing health care from a distance. I wanted to take care of people's health in a meaningful way. To do so required a significant career change, completion of a host of prerequisite undergraduate science courses—quite a change from my undergraduate courses in economics—and considerable preparation for the dreaded MCAT, but I was ready and excited to take that step. In September 2003, at the age of 32, I resigned from Cowen to become a doctor.

In May 2005, when I arrived at Tufts for orientation as part of the MD/MBA program I had hopes of not only learning medicine, but also to hone my business skills with more formal theory and train-

ing. The physician leaders of the future will need to rely on business knowledge to thrive in the current environment of managed care. To that end, the Tufts MD/MBA is designed to provide an intense experience in medicine and business simultaneously. As if my medical school career needed any more intensity, in May 2007 my wife and I welcomed into our lives our first daughter. The intensity and joy of first-time parenthood as a medical student, while challenging, made me more certain of the career path that I chose, and made me even more grateful for the flexibility that a student lifestyle can afford. I was able to spend the first month of my daughter's life as a full-time father before the rotations of my third year of medical school began in June of that year.

During medical school I considered numerous specialties, including emergency medicine, and internal medicine. Ultimately, I chose psychiatry, which is an excellent fit with my background as an investment analyst and the Tufts MD/MBA program. In the investment field, I regularly employed skills in common with psychiatrists, including being a good listener, asking probing questions diplomatically, and looking for larger meanings than what appears on the surface. Using these skills, I gained insights into the problems of companies and clients.

As I am about to graduate from Tufts, my goal is not only to be a strong clinical psychiatrist, but also to become a leader in the field and be involved with academic psychiatry. Longer term, I envision possibly becoming a member of management for a hospital or health organization. In March, I matched at MGH/McLean and am excited to continue my training at a program with such a rich history, vast resources, and outstanding faculty and residents. Of the sixteen MGH/McLean residents in this year's class, three have MD/MBA degrees. This is further evidence that physicians with business training are becoming highly sought after by program directors to become the leaders within their fields.

Also in March, my wife gave birth to our second daughter, Mackenzie, who arrived in the middle of a blizzard. Mackenzie was born a beautiful 7 lbs., 7 oz. and 20 inches long. Our daughter, Maeve, has adjusted well to big sisterhood.

I am confident and excited about my continued training within psychiatry and the possibilities of coupling medicine with business. The skills acquired during the Tufts MD/MBA will serve me well in residency and beyond. The Tufts MD/MBA did not disappoint—it delivered on my expectation and offers truly excellent training.

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## The MD/MBA Class of 2009 Residency Match

**Daniel Adams** - Transitional Year, InterMountain Medical Center, Murray, UT

**Bassan Allan** - General Surgery, University of Miami, Jackson Memorial Medical Center, Miami, FL

**Joseph Bornstein** - General Surgery, Massachusetts General Hospital, Boston, MA

**Joel Braman** - Transitional Year, Naval Medical Center, San Diego, CA

**Zachary Fisk** - Anesthesiology, University of Michigan Program, Ann

Arbor, MI

**Ryan Gosselin** - Medicine Preliminary, Salem Hospital, Salem, MA

**Benjamin Krantz** - Internal Medicine, New York Presbyterian Hospital, Columbia, New York, NY

**Grace Saeko Mitchell** - Medicine Preliminary, Caritas Carney Hospital, Boston, MA; Diagnostic Radiology, Baystate Medical Center, Springfield, MA

**Jonathan Moran** - Psychiatry, Massachusetts General Hospital, Boston, MA

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## MD/MBA Alumni Notes

**Abhay Gokhale MD/MBA'04**, married Sheela Joshi, MD on April 11, 2009 and is a current PGY-4 radiation oncology resident at the University of Pittsburgh Cancer Institute.

**Alex Van der Ven, MD/MBA'05** will be returning to Boston in July 2010 for a one year Joint Reconstruction Fellowship at New England Baptist Hospital.

**Chad Krilich, MD/MBA'01**, FAAFP, is now the Associate Medical Director of Multicare Medical Associates in Tacoma, WA

**Jen Lai, MD/MBA'05** is currently a Gastroenterology Fellow at UCSF

**Jason Chung, MD/MBA'01** is a staff physician in nuclear medicine in the San Francisco area, and doing Quality Assurance, for Kaiser Permanente.

**Karen Scott, MD/MBA'01**, and her husband Steven announce the arrival of their son, Matthew Alex Ebert on July 24, 2008. He weighed in at 7 lbs, 8 oz, and was 20" long. They relocated to Mount Kisco, NY and Karen has become a Neonatology Attending at Northern Westchester Hospital.

**Kenneth Lee, MD/MBA'02** is an Assistant Professor of Orthopedic Radiology and Director of Musculoskeletal Ultrasound at the University of Wisconsin-Madison, and the University of Wisconsin School of Medicine and Public Health. He is also a consultant to Echometrix (a biotech company specializing in elastography ultra-

sound technology).

**Rahul Sharma, MD/MBA'01**, FACEP was the 2008 recipient of the Emergency Medicine Resident Association (EMRA) National Teaching Excellence Award, given annually to one faculty member in the country who has served as a unique role model for residents. He received the award at the American College of Emergency Physicians (ACEP) national conference in Chicago, IL.

**Rob (Wei) Kwok, MD/MBA'01** left his job with a multi specialty group last fall to start his own private pain practice in Fullerton, CA.

**Shirley Huang, MD/MBA'04** is getting married in May 2009 and will be moving to Boulder, CO in August to work as a geriatrician.

In July 2008, **Wendi Trubow, MD/MBA'00**, and her husband opened Visions Medical Center in Wellesley, MA. She writes "I have left my job at Harvard Vanguard, retired from obstetrics and am now practicing only gynecology at Visions Medical Center. We are gearing up for the next phase in our growth which is to complete the entire business plan and begin soliciting large donations to expand the company. The next phase in the growth is to open an organic farm, school, medical center, organic restaurant, physician training program. She is expecting her third child, a boy, in August '09.

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