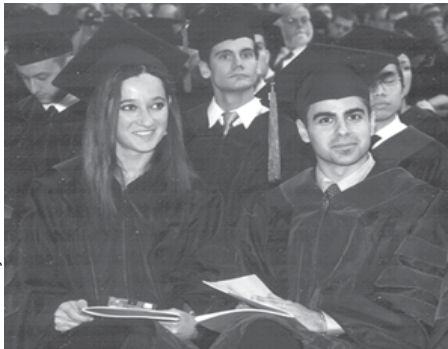


MD/MBA Futures

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

Issue 7/Fall 2003

Commencement 2003



Rena Beckerly (right)
Saad Chaudhary (left)

Chantal Poschmann

On May 18, 2003, Tufts' Medford Campus was the setting of the 147th Commencement Ceremony for the class of 2003. The Keynote speaker was Massachusetts Supreme Judicial Court Chief Justice Margaret Marshall. Among the 2,200 graduates were 13 students from Tufts MD/MBA Health Management Program who received their dual degrees. This year Rena Beckerly received the Norman S. Sterns Award. This award is given annually to one student in the combined MD/MBA program who displays excellence in academics and leadership. Graduates of Tufts MD/MBA Health Management Program were;

Andrew Akman
Rena Beckerly
Saad Chaudhary
Jerry S. Chuang
David Gerson
E-kai Hsu
James Kim
Marc Kowalsky
Jin Lee
James Lin
Patty Lin
Kirstin Shu
Mandeep Sidhu

Congratulations to all the graduates as they embark on their new careers in medicine.

Dr. Harris Berman, New Chair of the Department of Family Medicine and Community Health

*Emily Case, MS-Health Communication
Candidate*

When I entered Dr. Berman's office on the first floor of the M&V building a few weeks ago, I was greeted with a smile, a firm handshake, and a question – "Can you tell me a bit about yourself?" I thought I was the one doing the interview. As it turns out, Dr. Berman has a habit of putting others before himself, a characteristic that resurfaced throughout our discussion.

A native of Concord, New Hampshire, Dr. Berman has spent many years in New England and even some time abroad serving patient populations. After completing his studies at Harvard College and Columbia University's College of Physicians and Surgeons, Dr. Berman was the Chief Medical Officer of the Peace Corps in New Dehli, India for two years. "The best job I ever had," Berman reminisced. It was there that he developed

an interest in taking care of populations of people.

After returning from the Peace Corps and completing various internships and residency programs at NEMC and Boston City Hospital, Dr. Berman focused his efforts on organizing patient care and in 1971 co-founded the Matthew Thornton Health Plan in New Hampshire – a pre-paid medical practice. Dr. Berman wanted to offer an alternative to patients who were frustrated with the current state of medical care. This radical new idea proved threatening to local physicians. Berman recalled, "Doctors would not even look at me when we passed each other in the hospital." But, he pressed on, continuing to serve patients through this model and as we know, times have changed, and the HMO is now the norm, rather than the alternative. After practicing medicine for

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Class of 2007 Begins MD/MBA Program

Bobby Osterhoff MD/MBA '07

I'm going to be a doctor, so what am I doing in business school? This is the relentless question that we forced upon ourselves day in and day out this summer as the first 15 of 172 that would eventually form the Tufts University School of Medicine class of 2007 embarked on the journey toward a combined MD/MBA degree. It is a question that, for many of us, remains unanswered. We ask it to gain real perspective on how the information that we gained this summer might be used in our future careers. The beginning of our MBA pursuits allowed us to gain insights into accounting, economics, and management as they apply to a health care setting and possibly to our own futures.

As we began our classes, each one seemed to provide either a foundation of skills that are essential for anyone

involved with business or management, or a unique glimpse at how the business of health management differs from other sectors of the economy. Our course in health economics taught us about price discrimination, health insurance, and hospital mergers. Organizational behavior taught us how to manage others effectively and motivate employees. With the possibilities that the dual degree program provides, some of us may become hospital administrators, others might be part-time consultants, others may simply try to improve the efficiency of our individual private practices. We will all use our new skills in unique ways.

I'm not sure that any of us knew exactly what to expect from the MD/MBA program at Tufts. Personally, I was looking

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Director's Message



John M. Ludden, MD, Director, MD/MBA in Health Management Program

Management disciplines provide new pathways for the improvement of healthcare. The spectrum of potential is broad. On the one hand, improving efficiency and maximizing revenue fit well with structured and data driven approaches to quality improvement. On another hand, innovative approaches to infrastructure, to financing, and to the medical care process may revolutionize medicine. Biotechnology and information technology promise great returns and need physician executives and physician capitalists to bring them into the market. As medical science advances it will be management science that is charged with designing the operational and financial vehicles that can actually deliver that science to patients.

Tufts' MD/MBA in Health Management Program has now graduated seventy-three physicians. This is the largest cohort of combined degree MD/MBAs in the nation. On graduation, most of these physicians have continued clinical training in residency programs. Beginning this year the earliest graduates have begun to finish their clinical training and to join the "real world." They join those graduates who entered business directly on leaving Tufts University School of Medicine.

The most frequently-asked-question by undergraduate students interested in the Tufts Program is: "What do your gradu-

ates do?" Business schools pay great attention to their graduates' next steps and are able to describe their students' careers in some detail. The feedback loop to these schools is a short one: they know how many students go into banking, services, consulting, etc. Medical schools attach great importance to their students' residency placements and specialty choice. Medical schools see these placements as immediate results and can use them to improve their programs. Most graduates of the Tufts MD/MBA in Health Management Program start a longer pipeline. The careers of our students should take shape when clinical training is complete. As Tufts MD/MBA students begin to finish their clinical training we will begin to have answers to the questions.

I have begun calling our graduates to discover where they are in their training and what their plans are. It is too early to report on what I have begun to learn and I expect that this process will take several years. We are improving the systems that follow residents and graduates after they leave Tufts. Ultimately that should make it possible to make the connections among our current and former students lively and current rather than simply the stuff of the occasional school reunion. Understanding the career paths our students have developed for themselves will help us to improve the total program and build on its strengths.

The Fourth annual "Alumni Return" will occur on March 16 this year. We are hopeful that a number of alumni can be enticed to spend an evening with the Health Management Seminar participants so that we can again explore their developing careers.

A handwritten signature in black ink that reads "John M. Ludden MD".

Attention Alumni!!

**Support your almatater!!
Be a panelist at our
4th Annual
Career Forum
March 16, 2004**

Spend an evening with students and alumni discussing different

career paths.
Contact Swapna Rao at
Swapna.Rao@tufts.edu
617-636-3519

Class of 2007 Begins MD/MBA Program

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for a way to expand my understanding of the managerial and financial problems that are burdening our health care system so that I would one day be better equipped to deal with them as a physician. It is already clear that the program will provide that insight and much more. The focused nature of the Tufts program allows us to concentrate on aspects of business that relate directly to health care. As such, the curriculum provides the ability to examine health management from numerous perspectives.

There is no doubt that this summer set us on the way toward a wide range of unique opportunities. Health care is not the same as it was a generation ago, or even last year for that matter. There is no road map for us to follow and, if I am going to be a doctor then what *am* I doing in business school? The answer is still not precise, but it is much clearer than it was 6 months ago. Most of us do not yet know how an MBA will make us better doctors, but we do know that the current health care system faces problems beyond disease. It faces inefficiency, poor management, and a cost crisis. We are the next generation of doctors who will be armed to tackle those problems. And the fact that so few have paved the way before us is daunting, but it is also exciting. Health management has posed a challenge to us and I suppose since we have survived this first summer and all 15 of us are still here, we have each thought it over and replied... "I accept".

The Social Side of Health Care

Chantal Poschmann

This is the first of a three part series, which will focus on the benefits Tufts MD/MBA students gain from taking classes at Tufts, Brandeis and Northeastern University.

This article will focus on the benefits of Tufts' partnership with Brandeis University.

In their first semester at Tufts University School of Medicine (TUSM), MD/MBA students take management classes at Brandeis University's The Heller School for Social Policy and Management. The Heller School provides a unique management program, which focuses on the social side of health care management. Students take classes such as Operational Management, Economic Analysis for Managers, Health Care Management and National Health Policy, which is a favorite among students. In these courses students learn to understand the relationship between social policy and health care management. The Heller School has a strong commitment to educating its students about social policy in the areas of health care and management. Their mission is to improve the delivery of social service programs including medical care systems.

Dr. John M. Ludden, Director of MD/MBA Programs in Health Management, Tufts University School of Medicine states, "The reason why the Heller school is a good ingredient of the (TUSM) MD/MBA curriculum is their concern on how health care fits into the broad areas of social policy." He also states that "there is always the potential for different opinions among the faculty, MBA students and Tufts medical students however this is a positive thing, it makes things more interesting."

I also asked Dr. Ludden what are some of the differences between Tufts medical students and The Heller MBA students? He answered that The Heller MBA students are a bit older and have more experience working in health care management. On the other hand, Tufts medical students are a bit younger, and have a great deal of energy, and are able to absorb a lot of information at once. This illustrates that Tufts medical students not only learn from their professors, but they are also able to learn about health care from their classmates.

TUSM and Brandeis University's The Heller School has been working together to improve the curriculum since 1994. Dr. Norman Stearns (Tufts), Professor Jon Chilingirian (Brandeis), and Professor David Sherman (Northeastern) started Tufts MD/MBA in Health Management program and the first class graduated in 1999. The faculty believes it is essential for their students to be knowledgeable about social policy as it pertains to health care management. They continue to be dedicated to educating medical students about the many aspects of health management but especially how it applies to social policy. Therefore it is important that Tufts medical students understand their social role as part of being a responsible physician.

Dr. Harris Berman New Chair of Department

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15 years, Dr. Berman joined Tufts Health Plan as CEO and remained there for 17 years during which time enrollment grew from 50,000 to over 1,000,000 members.

After retiring from Tufts Health Plan in May of this year, Dr. Berman joined the department and has since been busy getting to know faculty, staff, and students as well as observing and reflecting on areas of research within the department. Dr. Berman is excited about the many superior research "niches" the department has such as the work in obesity, water quality, and AIDS and nutrition that he hopes will continue to expand. Additionally, he wants

to start a research program looking at how to prevent medical errors.

When he is not sitting in on classes and rounds ("a treat for someone who has been out of clinical medicine for 15 years," Dr. Berman noted) or working within the department, Dr. Berman serves as Chairman of the FleetBoston Celebrity Series – a group that brings dynamic performing arts to the city. Additionally, he plays the piano and enjoys spending time with his four grown children. "I firmly believe that bringing up kids well is the most important thing one can do. I'd like to think that when it's time to put something on my headstone, that would be it." Spoken like a man who truly believes in putting others first.

The Student National Medical Association

Nicole Williamson

The Student National Medical Association (SNMA) was established in 1964 by students of Howard and Meharry schools of medicine. SNMA is an organization focused on the needs and concerns of medical students of color. Currently, the SNMA represents over 5,000 medical and pre-medical students through over 162 medical school chapters – African Americans, Latinos, Caucasians, Asians, Africans and Native Americans who carry with them a commitment to addressing the healthcare issues of underserved communities and the needs of minorities in medical education. Tufts is part of Region VII, which includes all medical schools in Connecticut, Massachusetts, Rhode Island, and Vermont.

This year's conference took place in Washington DC, at the Renaissance Hotel. Entitled Mind, Body and Soul: The Role of Mental Health in Physical Well-Being, the theme stressed the need to incorporate mental health into overall healthcare, and to stay aware of the mental health needs of the communities targeted for service by SNMA. This included an examination of mental health stigmas, disparities, treatment and policy as they relate to minority and underserved populations.

A number of workshops were offered each day – "Effective Health Advocacy," "Personal Well-Being," "Health Disparities – Diabetes," "Physician-Patient Communication," "Schizophrenia," "Financial Planning," "What is a Psychiatrist?" to name a few. And running throughout the conference weekend were the House of Delegates meetings, plenary sessions and exhibits featuring medical teaching institutions, professional organizations, educational companies, and businesses that share SNMA's commitment.

Through a somewhat random conversation with our Regional Director, Coleen Sabatini of Harvard, I determined that I would run for the position of treasurer. It turned out that no one was running for the position...and I was already the Tufts Chapter Treasurer. However, this decision was made within two hours of the

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The Student National Medical Association

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time at which the candidates' speeches would be heard! So I did my best to convey a sense of sophistication and planning as I discussed why I wanted to become the Treasurer of Region VII (I wasn't very clear on this...) and how I could benefit the region (I wasn't quite clear about this either...) Nonetheless, to my surprise and anxious concern, I won the election! The duties of the Regional Treasurer, I found out later, involve accounting and budgeting for the region as a whole, as well as submission of quarterly financial statements to the national SNMA office and an investment plan for the Hines Endowment – Dr. William E. Hines, M.D. donated \$10,000 to each region, in order to establish a permanent Minority Pre-Medical Forum Endowment to benefit each region's minority pre-medical students. Coleen personally felt that this would be a “wonderful opportunity” for me to use my MBA skills. I suppose we'll see...

Internship opportunities at The Body1 Network

Body1 (<http://www.Body1.com>) is one of the leading online health networks and has a variety of internship opportunities for MD/MBA students. Typically these include an unpaid educational internship, which, with success in the first stage, is followed by a paid consulting opportunity. Tufts MD/MBA students who have worked with Body1 include Eugene Yen '01 and Jen Lai '05.

Body1 educates targeted populations through its network of knowledge communities, or “KnowCo's” such as <http://www.Heart1.com>, <http://www.Reflux1.com>, and <http://www.Kneel.com>

If interested, please send a CV and a brief letter covering areas of interest and availability to: Interns@Body1.com Questions also can be answered by either Kelly Schrade or Eric Jahn at 617-576-9400.

MBA Futures

Editor: Chantal Poschmann

Assistant Editor: Swapna Rao

Editorial Advisors:

Robin Glover

John M. Ludden, MD

Please send comments, news and other correspondence to:

Chantal Poschmann

Family Medicine & Community Health

Tufts University School of Medicine

136 Harrison Avenue

Boston, MA 02111

Tel: 617.636.2402 / Fax: 617.636.4017

chantal.stevenson@tufts.edu

visit the MD/MBA Health Management website at:

<http://www.tufts.edu/med/mdmba/index.html>

Tufts University School of Medicine
MD/MBA in Health Management Program
Department of Family Medicine & Community Health
136 Harrison Avenue
Boston, MA 02111