

# MD/MBA Futures

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

Issue 11/Fall 2005

## Enhancing the Educational Experience at TUSM: Contributions from the MD/MBA Program

The practice of medicine today requires the ability to analyze problems from a business perspective. Medical school curricula is generally lacking in the provision of knowledge and training in healthcare management. The Tufts MD/MBA directors and students have stepped up to address this need at TUSM. Some of the students have focused on creating user-friendly educational modules to enhance the understanding of management issues in healthcare. The members of Tufts Alliance Consulting have created an opportunity for medical students to participate in healthcare consulting projects. The articles below track the progress of both initiatives.

### Healthcare Management in Practice

*Ziad Sergie, MD/MBA '08*

The response of an entrepreneur to a perceived business opportunity is to follow a well-established protocol: formulating the product, forecasting the demand, and implementing the means to penetrate the market. The members of Tufts Alliance Consulting (TAC) utilized this strategy in their efforts to grow the organization by opening participation to all medical students at TUSM. In the past, the consulting group had mainly consisted of MD/MBA students who were dedicated to the provision of valuable analyses to healthcare institutions. In the spring of 2005, TAC reached a turning point; the client list was growing and the offers mounting, but there was a shortage of students able to take on the rise in demand. As such, opening up the organization to all medical students via the Selective program presented a viable business opportunity.

The TAC executive board devised a project to accurately evaluate the feasibility and acceptability of such a service at TUSM. Surveys were created and administered, and the results of these surveys demonstrated unequivocal interest among the medical students. These results were not surprising given the lack of business/management training in the medical school curriculum. The idea meshed well with the mission of the selective program, and was readily and enthusiastically accepted by TUSM leadership who are aware of this educational deficit in the curriculum. The end product was a pilot program that consisted of 4 first-year medical students.

Dr. John Ludden led the first session by introducing the selective students to some of the topical challenges in healthcare delivery. In another session, the students were given the opportunity to shadow a healthcare executive. Both

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### Preparing Future Physicians for the Changing Face of Medicine

*Justin Ko, MD/MBA '08*

The modern practice of medicine has become inherently tied to considerations of business, finance and economics, and has increasingly become team-focused making leadership, management and team skills vital to success in practice. In recognition of this changing face of medicine, a team comprised of Dr. John Ludden, Dr. Michael Goldstein, Dr. David Fairchild and second-year MD/MBA students Jessica Hsu, Maristella Evangelista and Justin Ko are developing a coherent and coordinated longitudinal program designed to provide medical students, alumni, and Tufts-affiliated residents and physicians with relevant skills and experience in business and management in medicine.

The ultimate vision of the project is a Center for Business and Management, which will pioneer a "career curriculum" integrated throughout the educational and professional development of a Tufts University School of Medicine student and graduate. Components of such a program could be applied outside of the TUSM community and have already drawn interest from a number of health care institutions and organizations.

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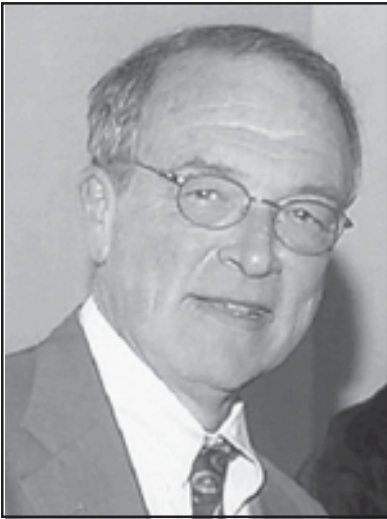
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## Director's Message

*John M. Ludden, MD, FACPE*

*Norman S. Stearns MD Professor of Health Management*

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*John M. Ludden, MD*

A hesitant candidate for the MD/MBA in Health Management program asked me the other day whether our students were being trained to be hospital administrators. He'd spent a few weeks with an administrator at a large hospital and he hadn't been turned on by the experience. He wanted to be a clinician and have responsibility for patients. Before I could answer, a current MD/MBA student standing next to me said, "we all want to work with patients!" The three of us talked about careers for physicians who have finished our program. Of course, there are some with their sights on hospital management and its challenges in systems, medical technology, and physician relationships. Those who move in that direction want a medical practice life to go along with it.

There are also those graduates who are moving towards leadership positions in physician organizations where the core of daily life is seeing patients. And there are graduates interested in health policy and the implementation of programs that serve patients in groups. The health care market is wonderfully diverse and offers a full spectrum of opportunities to serve patients. Some of our graduates have entrepreneurial interests; some are interested in technology, some in practice innovations, some in quality improvements. But others of our graduates want to make certain their practices of the

future are well organized, well run units that can deliver value to patients.

As physicians hear more about developments like Consumer Directed Health Care and physician Pay-for-Performance our teaching reminds us that these are not bumper sticker slogans but untested innovations that will require physicians with solid training to manage. Even as they learn practice skills our students find themselves in demand for their management expertise. Around Boston our students are engaged in helping implement new practice systems, analyzing future funding streams for large clinical departments, designing new curricula, etc.

The hesitant candidate next wanted to know whether having an MBA would help or hurt his chances for a residency. Every year I ask fourth year students how their residency interviews have gone. At least 80% of the time the students report strong positive reactions from their interviewers. And no one has reported a negative reaction. Why are these reactions positive? What I hear is that there is widespread (and growing) interest in the specific ways in which management expertise can contribute to organizational success and clinical excellence. Solving practice problems may mean having knowledge of health care systems or it may mean having some financial expertise. Introducing a technologic innovation to a practice group means knowing the technology and its implications but it also means understanding the group's behavior, structure and values,

More of our students and graduates are being asked to teach what they have learned to their peers. MD/MBA student developed programs are becoming available to other medical students. Graduates of the program in residency are being asked to teach their peers about certain aspects of management and to help apply their knowledge to their departments.

Healthcare management at its best widens our ability to be effective clinicians. Delivering health to patients is a more complex endeavor than it has ever been requiring empathy, clinical skills and systematic knowledge of organizations. More and more physicians recognize these needs as an approach that promises continuously improving health care.

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

## Class of 2005 Commencement Reception



Members of the MD/MBA Class of 2005

On Sunday May 22, 2005 in the Gantcher Center on the Tufts University Medford campus, commencement exercises were held honoring the Tufts University School of Medicine Class of 2005. Fifteen students were awarded an MD/MBA degree from Tufts University.

At a reception honoring the MD/MBA Class of 2005, the graduating students honored several faculty members,

including Program Directors John Ludden and Jon Chilingirian, and Professor Charles Baker. The students also put together a video presentation highlighting their four years at Tufts University School of Medicine.

Congratulations and best wishes to the MD/MBA Class of 2005!

### Health Care Management in Practice

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experiences were well-appreciated, and they will continue to be important components of our offered selective. The majority of their time, however, was spent completing certain objectives in a real-world consulting project under the leadership of a TAC member. By the end of the period, the students are expected to demonstrate competency in addressing a healthcare problem from business standpoint, and they will present their findings to their peers at an open forum. Overall, their experience can be considered a 'mini-MBA' in healthcare management.

The success of the pilot program has prompted a new focus for Tufts Alliance Consulting. Previously an organization committed to and run by MD/MBA students, TAC has currently broadened

the scope of its mission. The organization is now dedicated to enriching the TUSM curriculum by providing a real-world educational service to all medical students. Whoever chooses to participate will greatly benefit from the interaction with healthcare executives, the team-oriented approach to problem solving, and the expert guidance of the TAC advisory board (which includes Dr. John Ludden, Dr. Charles Anderson, Dr. Amay Parikh MD/MBA '05, and Dr. Mark Bloomberg). If you would like to learn more about this program or want to help us out in any way, please contact any member of the TAC management team listed below. We are always looking for interesting projects and talented project leaders.

TAC management team:  
William Cheuk, MD/MBA '06  
Arthur Yan, MD/MBA '07  
Ziad Sergie, MD/MBA '08  
Joshua Edwards, MD/MBA '08

### MD/MBA Class of 2008 Practicum

David Buck, Antigenics, Inc., MA, Preceptor: Pramod Srivastava, Ph.D., Scientific Founder

Joshua Edwards, Baystate Medical Practices, MA, Preceptor: Gordon Josephson, MD, COO

Katharine Esselen, Child Health Services, NH, Preceptor: Robert Nordgren, MD, Executive Director

Maristella Evangelista, Maple Manor of Wayne, Rehab Center, MI, Preceptor: Mary Bold, Nursing Home Administrator

Jonathan Flug, Cardiovascular Research Foundation, NY, Preceptor: Manuela Negoita, MD

Gwendolyn Garnett, John Snow, Inc., MA, Preceptor: Kevin Corbin, MBA

Jessica Hsu, Jules Stein Eye Institute/Eyeteq Pharmaceuticals, CA, Preceptor: Steven Schwartz, MD, Chief of Retina Division/Chief Scientific Officer

Jon Kerr, Basic Research, UT, Preceptor: Joel Ehrenkrantz, MD, CMO

Justin Ko, New England Medical Center, MA, Preceptor: David Fairchild, MD, Chief of General Medicine

Jimmy Lam, Biogen Idec, MA, Preceptor: Burt Adelman, MD, Executive VP, Development

Harper Padolsky, Regency Boro Park Adult Home, NY, Preceptor: Nathan Heilweil, Administrator

Le Grand Reynolds, North Shore Medical Center, MA, Preceptor: Lou Wolf, MBA

Ziad Sergie, New England Medical Center, MA, Preceptor: Deeb Salem, MD, Physician-in-Chief

Amit Sura, Greater Covina Medical Group, CA, Preceptor: Arvind Lapsiwala, MD, CEO

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## Preparing Future Physicians

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This past spring, the group was awarded one of five TUSM Innovations in Education Grants to begin work on the undergraduate curriculum portion of the proposed program. To date, we are nearing completion of the development of a curriculum in health management for 1<sup>st</sup> and 2<sup>nd</sup> year medical students consisting of approximately 15 modules on core topics in business and management in medicine. To be offered as a “selective” to medical students in the fall of 2006, these modules would include leadership, negotiation, healthcare systems, financial management, operations management, marketing, and the legal/ethical aspects of healthcare. Additionally, a practicum component allows for real-world application of these concepts. We are also working to develop and implement a monthly Seminar Series in Health Management for Tufts-affiliated residents and physicians, to begin in fall 2006.

The next step is the development of web-based online modules and the continuing medical education piece of the envisioned program. The educational content and materials developed for the undergraduate program can serve as templates for the creation of web-based self-study modules. In addition, supplemental topics and in-depth study of core topics can be adapted to an online module format. Such a vehicle would leverage the web and allow for features including video/audio recordings, interactive case studies, discussion boards, evaluation tools, etc. This set of modules may prove especially appealing for Tufts-affiliated residents, physicians and alumni.

The program holds a number of potential benefits to various audiences. A Business and Management in Medicine “Career Curriculum” would notably stand as a “signature” program, building upon the considerable strength and resources already available within TUSM and the MD/MBA program. It would meet a often expressed need of students and alum for the educational

foundation necessary for success in the business and management of medicine today. It would also serve as a career-long link between TUSM and our graduates through the continuing medical education piece. Finally, such a program could be exported to other schools, institutions and organizations within the health profession and raise Tufts’ visibility as a leader in the field. In a world of modern medicine that is so intricately tied to business, we hope to equip physicians with the basic skills to traverse this landscape with the ultimate goal not of becoming savvy businessmen, but rather to always be able to put the patient first.

### MD/MBA Futures

MD/MBA Futures is published semiannually for the MD/MBA community.

**Editor:** Christina Ventresca

**Editorial Advisors:**

Robin Glover

John M. Ludden, MD

[www.tufts.edu/med/mdmba/index.html](http://www.tufts.edu/med/mdmba/index.html)

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Tufts University School of Medicine  
MD/MBA in Health Management Program  
Public Health and Professional Degree Programs  
136 Harrison Avenue  
Boston, MA 02111