

MD/MBA Futures

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

Issue 3/Fall 2001

MD/MBA Resident's Experience on September 11th

By Wendy Lee



Those of us who were not in New York City on September 11th, 2001, may not have felt the full impact of the tragedy. We may feel sad or may even be emotionally distraught. As a witness, there are no words to fully describe this heinous crime. Rahul Sharma, MD/MBA '01, was working that morning on the 16th floor in the Intensive Care Unit (ICU) at Bellevue Hospital, which faced one side of the World Trade Center Twin Towers. The morning shift seemed to be status quo until the first plane crashed into the first building. Sharma saw smoke and fire shooting from the sides of the Tower. He and his co-workers immediately turned on the radio and were in shock when they learned what had just happened. Sharma saw the tragedy, but it didn't register until he actually heard it on the radio.

Immediately, Bellevue Hospital was alerted to clear out ICU because they were expecting a large number of casualties. All physicians and residents who were not working at the time were called back on duty. They needed all the hands they could get. One of the first things they did was to transfer the more stable patients to other floors and cleared out all the beds to

make room for the wave of patients that were expected. Initially Sharma was asked to go to Ground Zero, but he could not leave his duties in ICU. He knew other Residents who had gone to the scene and when they came back, they were covered from head to toe with soot. What they had seen resembled a war zone: body parts lying around, firefighters running frantically to find survivors, and people covered in ash.

As the morning wore on, doctors and residents were getting frustrated. Initially they had expected an influx of patients to come; instead, a few trickled in. Those patients who had come to Bellevue were treated for smoke inhalation, burn and eye injuries, and minor trauma cases. Everyone wanted to help, but there wasn't much that could be done. The hope of finding more survivors was slim as they learned that both Twin Towers collapsed. All they could do was wait.

For Sharma, this experience was surreal. As a person, he now appreciates life more and realizes that life is short and we never know what will happen to us. He was taken aback when family members of victims came to him asking for help. Sharma could not do anything, except listen to alleviate their suffering. Even though this was only Sharma's third month as a resident, he stated that he realized physicians cannot let emotions overwhelm them, "especially as an emergency room physician, it's extremely important to be able to separate your emotions versus your role as a professional. You can't let your emotions take over or you won't be productive." Sharma wanted to send a message to future medical professionals: "Make sure you are going into medicine for the right reasons and be happy with whatever profession you choose. When you are happy with exactly what you want to do, you will make a great doctor."

Entrepreneurship

By Lawrence Genen, MD/MBA '04

The balance between business and medicine in the concentrated four-year Tufts MD/MBA program curriculum sacrifices breadth of experience to achieve a focused education in a compressed timeframe. This is an accurate depiction of the formal focus that entrepreneurship receives in the context of this unique education. This is unfortunate because the very nature of medicine attracts individuals, who desire the freedom associated with managing themselves. Inherent in an MD/MBA program should be an emphasis on the type of experience and thought processes that produce leaders and innovation - entrepreneurship.

Although our curriculum does not focus on entrepreneurial endeavors in a formalized manner, aspects of our education, when viewed in a longitudinal fashion, provide the space and time necessary to foster creativity and entrepreneurship. What follows are some lessons for students that I have learned from my own foray into the stratosphere beyond the box.

1. Recognize that you have the time to develop a meaningful entrepreneurial endeavor. All first year and second year students are required to participate in a semester long seminar project. The second summer of MBA classes will require you to produce an extensive business plan as well as a detailed marketing plan. When viewed as a continuum, there is time and space necessary to engage in building the foundation for a meaningful business.

2. You will gain valuable skills through our program but the real value of those skills is their application. Do not wonder out loud if you will use the MBA in the

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Director's Note



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

Recently there has been renewed interest in the leadership role that health care may play in economic recovery. Management will be the catalyst that makes the health care sector into the engine of growth rather than a drag on the economy.

When health insurance premiums and health care costs rose in the early 1990s, physicians in management were called on to work to contain and rationalize them. Payers, including the government, began to pay more attention to the "cottage industry" that was medical care and to demand more modern approaches to management. Physician leaders worked to balance management initiatives with the historic values of patient care, physician autonomy, and the delivery of scientific advances to patients. Costs were restrained while at the same time, patients and society made clear that they, too, recognize that choice and autonomy as integral to quality and guidelines.

Advances in medical technology have driven renewed interest in medicine and business. The science of genetics has just begun what is likely to be a long expansion and has spawned businesses in genomics and proteomics. These offer the potential for new approaches to illness and health risk, even as they promise the possibilities of health care that is literally personalized to one's DNA. These advances will be linked to continued

improvements in pharmaceutical care, even as they become more precise.

New forms of personal care delivery offer inexpensive, patient directed evaluation and education systems at costs that will fall over time rather than rise. Coupled with information empowered patients and families, such self-directed care opens the potential for the return of the "prudent buyer" to health care.

Information management in health care has just begun to take its place in the toolset of medical organizations. Telemedicine will extend the reach of the best minds in medicine. Clinical information systems will link patient care providers and focus the precision and personalization of care. Administrative and cost-management systems will add efficiency as they resolve today's chaotic tower of Babel. With better information, accountability will improve as all the stakeholders begin to read from the same book.

Such innovation will change health care and the changes will be continuous. The physicians' new roles in this new world will also change and these developments will be lead by physicians whose command of medicine is paralleled by their intimacy with the techniques and skills of management.

The traditional values of human caring and attention to the person of the patient are central to medicine. The values of good management need to be married to these in order that the health care of the future will have maximal value. That means these sets of values need to be combined, not compromised. To attend to the needs of an organization, to the needs of its employees and to the community in which it lives will require training in management, knowledge of business, and a continued focus on the health of persons.

A handwritten signature in black ink that reads "John M. Ludden MD". The signature is fluid and cursive.

ALUMNI NOTES

CLASS OF 2001

Jason Akus, MD/MBA '01 of Malden, MA is a Research Associate at Hambrecht & Quist Management

Eugene Chang, MD/MBA '01 of San Francisco, CA is an Ophthalmology Resident at California Pacific Medical Center.

Chad Krilich, MD/MBA '01 of Tacoma, WA is a Resident at Tacoma Family Medicine.

Rob Kwok, MD/MBA '01 of Chicago, IL is a Medical Intern at McGaw Medical Center in the dept. of Medicine.

Shervin Rabizadeh, MD/MBA '01 of Towson, MD is a Pediatrics Resident at Johns Hopkins.

Karen Scott, MD/MBA '01 of New York, NY is a Pediatrics Intern at the Jacobi Medical Center.

Rahul Sharma, MD/MBA '01 of Floral Park, NY is a Resident in the Emergency Medicine dept. at Bellevue Hospital Center. He took part in the relief efforts for the World Trade Center disaster.

Matthew Weissman, MD/MBA '01 of New York, NY is an Intern in the Internal Medicine Pediatrics dept. at Mt. Sinai Medical Center.

CLASS OF 2000

Thomas Cochrane, MD/MBA '00 of North Andover, MA is a Clinical Fellow at Partners Healthcare in the Neurology dept.

Cory Gudwin, MD/MBA '00 of Boston, MA is a Securities Analyst in Medical Technology at ABN AMRO.

Jakub Reczek, MD/MBA, '00 of Cambridge MA is working in the Radiology dept. at New England Medical Center and pursuing a computer science/software engineering degree.

Destry Sulkes, MD/MBA '00 of Los Angeles, California is the Area VP at MEDSN.

Joseph Scaramozza, MD/MBA '00 of Springfield, MA is a Pediatrics Resident at Baystate Medical Center and working to develop a business managed core curriculum into the residence program.

Wendie M. Trubow, MD/MBA '00 of Riverdale, NY is currently an OBGYN Resident at Albert Einstein College of Medicine.

Lucy Li, MD/MBA of Johnston, RI is a Dermatology Resident at Roger Williams Hospital.

MD/MBA Class of 2001 Commencement

By Wendy Lee

On May 20, 2001, Tufts University celebrated their third MD/MBA graduating class. The 15 graduates gathered with their friends, family and faculty to commend their achievements. Dr. Daniel Federman, the senior dean from alumni relations and clinical teaching at Harvard medical School delivered a daunting speech that left the graduates with a positive message: "Is this life (of a doctor) easy?" His response was "Not at all - but it can be intellectually dazzling, emotionally gratifying and morally transcendent." Class President Eugene Yen, MD/MBA '01 reflected his first experiences as a first year student and congratulated his classmates on all their hard work.

The following is a list of the graduates and their place of residency.

Jason Akus - Year Off; **Do Chan** - Roger Williams Medical Center, Providence, RI



Members of the MD/MBA Class of 2001

(Medicine Preliminary); **Jason Chung** - Medical College of Virginia, Richmond, VA (Internal Medicine); **Matthew Greenhant** - New York Presbyterian Hospital-Columbia, New York, NY (Pediatrics); **Andy Huang** UCLA Medical Center, Los Angeles, CA (Obstetrics/Gynecology); **Chad Krilich** - Tacoma

Family Medicine, Tacoma, WA (Family Practice); **Wei Kwok** - McGaw Medical, Chicago, IL (Anesthesiology); **Allison Lee** - Year Off, **Jahnavi Pastore** - St. Vincent Hospital, Worcester, MA (Medicine Preliminary); **Shervin Rabizadeh** - Johns Hopkins Hospital, Baltimore, MD (Pediatrics); **Karen Scott** - Einstein College of Medicine, Jacobi, Bronx, NY (Pediatrics); **Rahul Sharma** - New York University Medical Center, New York, NY (Emergency Medicine);

Michael Tung - Lemuel Shattuck Hospital, Boston, MA (Transitional); **Matthew Weissman** - Mount Sinai Hospital, New York, NY (Medicine/Pediatrics); **Eugene Yen** - Barnes, Jewish Hospital, St. Louis, MO (Internal Medicine)

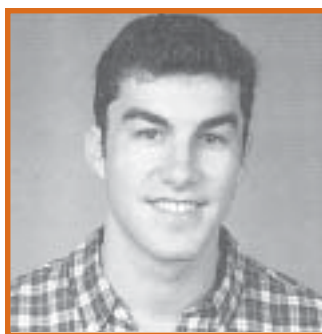
We wish them continuing success and the best of luck in the upcoming years.

What Do You See Yourself Doing in Ten Years?



Alice Ho
MD/MBA '02

"I see myself as a radiation oncologist at a major academic cancer center...sleeping 8 hours a day, walking my chocolate brown lab for exercise, hanging out with my husband and future kids and overall, trying to lead a balanced life with a wholesome perspective."



Andy Akman
MD/MBA '03

"I hope to be a practicing physician involved in the administration and management of my practice or department. I also hope to be involved in some side projects and/or business ventures."



Druce Fu
MD/MBA '04

"In ten years any sleeplessness or "all nighters" will be for my family and patients rather than pharmacology and neuroscience."



Jami Doucette
MD/MBA '05

"I hope to be on my way to establishing some semblance of a family in some suburb of some city. I also see myself fully incorporating the two degrees, exactly how, I don't have a clue. A lot can happen in ten years."

Entrepreneurship

Continued from p. 1

future as you practice medicine. Seize the opportunity you have now, to put into practice the multidimensional skill set you acquire.

3. If you can identify a problem or need that drives you crazy and craft a plausible solution that you are passionate about, you can build a business.

4. Give form to your ideas through the classroom with tools like a business plan, but employ the best testing ground available for entrepreneurial ideas – the real world.

5. Incorporate a company, find a partnership, establish a legal entity and challenge yourself to build something tangible.

6. You can find strong mentors and credible advisors among our professors of medicine and business.

7. Secure the advice of the best legal counsel you can find. Just as you would find the best physician you could, if you were ill, navigating the world of business requires the best legal counsel you can afford.

8. Even if what you build fails, the fund of knowledge you will acquire from the act of building a team and founding a company will inure invaluable experience that no classroom can equip you with.

9. There is no better time or place to engage curiosity and give your dreams a tangible structure than here and now.

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