

MD/MBA Futures

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

Issue 1/Fall 2000



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

John Ludden, MD Named Program Director

by Carolyn Buckley

On June 1, 2000, Dr. John Ludden joined the administration and faculty of Tufts MD/MBA in Health Management as Program Director and Associate Clinical Professor of Family Medicine & Community Health.

Dr. Ludden attended Harvard College and Harvard Medical School as well as the Program for Management Development at Harvard Business School. He is a board certified Psychiatrist with over 30 years of clinical experience dealing with substance abuse and major mental illness.

Dr. Ludden brings to Tufts an extensive background in healthcare management. His career with Harvard Pilgrim Health Care spanned 21 years serving as Associate Medical Director of the Kenmore Health Center, President of Harvard Community Health Plan (HCHP) Hospital, Corporate Medical Director, and most recently Senior Vice President of Medical Affairs. In that time, Dr. Ludden was closely involved in the growth of HCHP and Harvard Pilgrim Health Care. **Continued on p. 2**



MD/MBA Class of 2000 with Dr. Norman Stearns

MD/MBA Class of 2000 Commencement

by Carolyn Buckley

The MD/MBA program said farewell to its second graduating class on Sunday, May 21, 2000.

At a commencement reception honoring the graduates on May 16, Dr. Norman Stearns, the program's founder, presented each of the 18 graduates with a certificate marking their accomplishments in the combined-degree program.

Dean John Harrington, Dean Emeritus Morton Madoff, and Professor David Sherman also addressed the graduates, urging them to become the best physicians they can be before assuming leadership in the rapidly changing healthcare industry.

The MD/MBAs will take their two degrees to residencies at institutions across the nation. (See *Residencies*, p. 3)

Being a Physician Executive

by Nisha Bhatt, MD/MBA '04

Just ten years ago, an MD with an MBA was virtually unheard of. With the dramatic changes in the economics of healthcare, many more physicians are seeking business degrees. Now, approximately 12 schools offer a joint MD/MBA degree, including Tufts School of Medicine and there are many weekend programs geared towards creating "physician executives".

This raises the following questions: What does a physician executive do that is radically different from what any other executive does? And why is there a need for MD/MBAs?

The answer is that physician executives do not always approach leading and managing a health care organization the same way an executive of a Fortune 100 company would. The standard philosophy of these companies is often to merely increase the wealth of the stockholders and most managers base their decisions on how they will affect the bottom line. In a recent article in *The Physician Executive*, "Leading Beyond the Bottom Line," the authors argue that to be a physician executive is to focus on much more than just the financial aspects of an organization. Amongst these authors is Dr. John

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John Ludden, MD,

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Dr. Ludden continues to be an active member of the boards of several healthcare organizations. He serves on the National Committee for Quality Assurance (NCQA) Board, the Technical Board of the Milbank Memorial Fund, the Governing Council Section on Psychiatry and Substance Abuse of the American Hospital Association, the Private Markets Technical Advisory Group of the National Health Policy Forum, and the Ethical Force Oversight Body of the American Medical Association.

Prior to his faculty appointment with Tufts, Dr. Ludden was Associate Clinical Professor in the Department of Ambulatory Care and Prevention at Harvard Medical School.

Dr. Ludden became well-acquainted with

the MD/MBA Program this summer by scheduling individual appointments with the first- and second-year students. Through these interviews, Dr. Ludden identified a number of key areas to focus on as Program Director, which include taking a close look at the MD/MBA curriculum, clarifying the program's mission, and tracking the professional development of the MD/MBA graduates. Dr. Ludden is also working on incorporating a bioethics component to the program.

Dr. Ludden is teaching the Seminar in Health Management and co-teaching a new course for fourth-year students with Professors Edward Wertheim and Stan Hochberg, called Negotiations, Contracts, & Alliances.

Seminar Speaker Profile

David Chung, MD, co-founder of Cambridge-based Beansprout Networks, spoke to the MD/MBA first- and second-year students at the Seminar in Health Management on Thursday, July 20, 2000.

"I enjoyed speaking about my experience of blending the medical and business worlds in the evolving technologies of the Internet," said Dr. Chung. "It is important that people with a strong background in both medicine and business are involved in the process to achieve a better understanding of the needs of the various audiences and ways of creating value rather than just seizing value."

Beansprout Networks can be found on the web at www.beansprout.net.

Observing a Leader at Beth Israel Deaconess Medical Center

by Rena Beckerly, MD/MBA '03

The potential of the MD/MBA practicum course became evident to me during my initial meeting with Dr. Michael Rosenblatt, President of Beth Israel Deaconess Medical Center (BIDMC). The practicum provides MD/MBA students with the opportunity to "shadow" managers and to learn about operating styles and techniques. I contacted Dr. Rosenblatt after assessing my goals for the practicum: to experience the daily activities of a practicing physician who was also involved in hospital administration. Dr. Rosenblatt willingly accepted me into his office despite his innumerable obligations. I entered BIDMC at a time where the hospital was engaged in a 'turnaround plan' directed at stabilizing the financial security of the medical center. I had the opportunity to experience the thought processes involved in fully re-evaluating and re-structuring a medical center.

Dr. Rosenblatt's involvement in the turnaround plan's campus redesign, budget review, and public relations is crucial to the success of the turnaround. However, his greatest efforts are directed at working with the hospital physicians and staff. I quickly realized that Dr. Rosenblatt's success as a leader stems from his ability to effectively communicate with his colleagues and staff. Daily, he meets with department representatives to discuss issues concerning the turn-

around as well as personal and interdepartmental relations. He spends the majority of his day explaining various components of the turnaround plan so that hospital members know how the execution of the plan will affect them.

Our business classes consistently ask us to define the 'role of the physician executive.' Shadowing Dr. Rosenblatt allowed me to further develop that concept. Dr. Rosenblatt serves as a connection between the medical staff and the administrative bodies of the hospital. He relies on his experiences in medical education, clinical practice, research, and industry to effectively manage the hospital and lead the hospital community. Today, many of the chiefs, physicians, and administrators that he works with are his colleagues. Because of these relationships, few doubt his intentions of maintaining high quality care while running an efficient hospital. He has a tremendous amount of trust and respect within his community.

Working with Dr. Rosenblatt was a wonderful experience for me. He is an incredibly humble and genuine man who feels it is time to give back to his community. I found his leadership style to be ideal and effective. His colleagues viewed him as their equal and as a resource. Overall, I realized the importance of having phy-

sician leaders since the execution of so many decisions relies on the doctors' ability/willingness to implement change. Dr. Rosenblatt is able to represent the physician community and realistically judge whether there is physician 'buy-in' or not. Most importantly, he always has the patient's perspective in mind with every decision. He is truly representative of many dimensions of his medical community.

The MD/MBA in Health Management Program of Tufts University School of Medicine publishes MD/MBA Futures semiannually for students, faculty and alumni.

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MD/MBA Program Launches Website



by Jennie Soden

The MD/MBA Program launched its website this September. The website features information on the program's curriculum, including course descriptions. It also contains a directory of MD/MBA faculty and administration, as well as a message from MD/MBA Program Director, Dr. John Ludden. Prospective students will be able to read about the program and learn about the application process, tuition, and financial aid on the Admissions page. Alumni can keep current with the program by visiting the Alumni page. Want to find out

about current events happening in the program? Just click on the Events page to see what is going on. Finally, the website offers quick and easy links to Northeastern University College of Business Administration and the Heller Graduate School at Brandeis University. Our thanks goes to Robin Glover, Sibylle Kraus, and Carolyn Buckley for designing and maintaining the website.

Please visit:
www.tufts.edu/med/mdmba/index.html

Being a Physician Executive,

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M. Ludden, director of the MD/MBA program, who feels that, "the health care of the future will need the balance of business, medical skills and people skills." While financial stability is an important component of an organization and its ability to fulfill its purpose, the focus should be on much more than the bottom line.

As a result, there is the need for physician executives who can not only balance the bottom line, but also meet three other important, and often counteracting objectives. The first objective would be, of course, patient care. Within this balancing act must also be the obligation to the employees of a health care organization. Employees are considered one of the most important resources in any industry, and this is espe-

cially true in health care. The third objective to consider is the obligation to the community. As stated in the article, "not to do so would be to act like a leaf that doesn't know that it's part of a tree."

It becomes evident that to be a physician executive takes more than just focusing on the bottom line of an organization. A physician executive must integrate four different objectives: patient care, employee well-being, a commitment to the community and financial stability. Training in both medicine and business allow an MD/MBA to bring multiple perspectives to the table and enhance the opportunity to integrate the competing goals. Physician executives will have the skills necessary to work toward achieving the "optimum" balance.

MD/MBA Residencies

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Eugene Chang

University of California-San Francisco, Fresno, CA (Medicine Preliminary)

Wellington Chang

Year Off

Thomas Cochrane

Massachusetts General Hospital, Boston, MA (Medicine Preliminary)

Alison Daigneault

Tulane University Program, New Orleans, LA (Pediatrics)

Gary Fanjiang

New England Medical Center, Boston, MA (Pediatrics/Psychiatry)

Cory Gudwin

Career in Business

Jason Imperato

State University of New York-Stony Brook, Stony Brook, NY (Emergency Medicine)

David Lee

Year Off

Qi Li

Year Off

Yan Li

Lenox Hill Hospital, New York, NY (Internal Medicine)



Dennis McCoy

Year Off

Thang Nguyen

Alameda County Medical Center, Oakland, CA (Internal Medicine)



Jakub Reczek

Baystate Medical Center, Springfield, MA (Surgery)

Brandon Ross

Scripps Mercy Hospital, San Diego, CA (Transitional); University of California-San Diego, CA (Anesthesiology)

Joseph Scaramozza

Baystate Medical Center, Springfield, MA (Pediatrics)

Destry Sulkes

VA Greater Los Angeles Healthcare System, Los Angeles, CA (Medicine Preliminary)

Wendie Trubow

Einstein College of Medicine-Jacobi, Bronx, NY (Obstetrics/Gynecology)

Yaron Werber

Career in Business

We wish the graduates success in their internships and future endeavors!

Students Speak at National Youth Leadership Foundation Conference

by Shervin Rabizadeh, MD/MBA '01

Over the past two summers, Matt Weissman, MD/MBA '01, and I have had the privilege of participating in the National Youth Leadership Foundation (NYLF) conference at Babson College.

The NYLF is a program that allows a select number of high school students from around the country to experience the healthcare field. These students, who have shown interest in future medical careers, spend two weeks in Boston participating in various events such as healthcare seminars, hospital visits, medical school visits, viewing of surgeries, etc.

One day of seminars is focused on the future of healthcare. Since business is playing a large role in the changing healthcare environment, the NYLF or-

ganization felt that current MD/MBA students would be best suited to run one of these seminars. NYLF asked us to discuss the influence of business on healthcare's future and how our education trains us to be leaders in the industry.

The seminars were a great success. Turnout was extraordinary with each group consisting of enthusiastic students extremely interested in the combined worlds of healthcare and business. We started the seminars giving a brief history of the current healthcare environment. Then, we talked about the role of the MD/MBA as future leaders in healthcare. The students were interested in the curriculum of our program as well as the qualifications necessary to apply. After describing the Tufts MD/MBA

program, we concluded the talk with a discussion of other dual degree programs offered around the country. By the end of the seminar, the students felt comfortable asking questions not only about business in the healthcare environment, but also about the realities of getting into medical school, life in college and medical school, and our future career goals.

After the talk, we received positive feedback and we would not be surprised to see some of these students in the Tufts School of Medicine, MD/MBA Program, Class of 2010. Oddly enough, these seminars made us reflect on our reasons for entering this program, our education over the past three years, and our future career direction. It was exciting to see the younger generation look at our future with enthusiasm.

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