

# Minnesota Network

July 2003 • Issue 15

## Cooperation and Collaboration Characterize CLARION

Thirty years ago, an MHA student played a significant role in establishing CHIP, the Center for Health Interdisciplinary Programs. More recently, another MHA student created CLARION, an interdisciplinary organization within CHIP, to help develop student leaders from both the business and clinical sides of healthcare.

This year's MHA Alumni Association / Foundation President Jim Rice ('71 MHA and '91 Ph.D.) was the Health Sciences representative to the University Faculty Senate when he was a student in the Program. During his summer residency, he worked with Job Corp team to develop a medical and dental center for 300

minority women in Albuquerque, NM. "The experience for the three medical students, nurse, social

### A NEW VISION THAT BEGAN 30 YEARS AGO



**Jon Rathbun**

worker and myself, the administration student, was terrific," he said. Their work helped lead to the development of CHIP. Later that year, Rice was asked to head up a national program of interdisciplinary teams at other Job Corp programs around the US, while finishing up his degree courses at the U of M.

As that old saying goes, "What goes around, comes around."

Fast forward to 2000 and

**Students who took first place honors at the case competition were (left) Leslie Carranza (Medical); Jill Schechinger (MHA); Christine Platt (Nursing); and Jennifer Sund (Pharmacy).**

Jon Rathbun, who entered the MHA Program the fall of that year and soon began CLARION under the CHIP umbrella. Thanks to his vision, leadership and dogged determination, CLARION has made strident progress in helping students from many sides of healthcare better understand how to get along and work together.

Both CHIP and CLARION are part of the Academic Health Center (AHC), which encompasses the Schools of Medicine, Dentistry, Nursing, Pharmacy, Public Health and Veterinary Medicine. AHC also includes Medical Technology, Occupational Therapy, Physical Therapy and Mortuary Science, according to Barbara Brandt, Assistant VP for Education at the AHC.

### Program for Contact

"Jon had a vision of wanting the students in healthcare administration to work more closely with our students," Brandt said. "The way he put it, healthcare management graduates are supposed to be working with clinicians when everyone gets out on the job. Yet there are no formal programs to help clinical and administrative students learn to understand and appreciate each other's perspectives."

Rathbun was inspired to start CLARION because of his relationship with his best friend, Tom, who is pursuing a career in medicine. "Even (continued on page 4)



## Links To Leadership

Jim Rice ('71 MHA and '91 Ph.D.) knows all too well that old adage about how a chain is only as good as its weakest link. As the new President of the MHA Alumni Association / Foundation (AA/F), he appreciates the value of a strong alumni association and the many links it has to the Program, other alumni and the healthcare industry itself.

This summer he and AA/F's Board will be looking at a number of issues to develop a new strategic plan that will support the Program in developing new competency based healthcare leaders. He said the plan will focus on three primary areas:

- Developing case histories on healthcare issues and companies to offer an alternative to the classic Harvard cases.
- Rekindling and expanding links between faculty who want to conduct research and alumni who need new knowledge to improve their organization's performance.
- Playing a stronger role to provide ongoing executive education and life-long learning for alumni.

"We want to create a series of case histories on companies that are run by alumni from the Minnesota Program," he said. "The case histories will be useful to the Program, as well as other programs across the nation. Many of our alumni hold prominent, national leadership roles. We have an obligation to share what we've learned with upcoming leaders."

### Research, Relevancy & Reliability

Research is seen as a catalyst for the second phase of the new strategic plan, namely creating strong linkage between faculty and alumni. Faculty needs and wants to provide relevant, timely research that will have practical value.

"We want to rely on our faculty here as a primary source of information that helps healthcare organizations improve," he said.

Rice sees the Department of

**JAMES A. RICE**  
2003 - 2004 PRESIDENT  
MHA ALUMNI  
ASSOCIATION / FOUNDATION



Healthcare Management's Center for the Study of Healthcare Management and the MHA Alumni Association as critical vehicles for research, idea exchanges and information on best practices. "The Association needs to share knowledge about what works and what doesn't," he said.

The third leg of the stool in the new strategic plan, he said, is for the AA/F to look at a stronger role in executive education. "There's a huge need for life-long learning, because the industry is changing dramatically in terms of healthcare policy, pharmaceuticals, medical devices and information technologies," he said. "There's also a real opportunity for us as an association to become more engaged with the Carlson School's Executive Development Center, a highly regarded, well-managed program."

Rice is part of a special Healthcare Management Strategic Planning Taskforce to advise the Dean of the Carlson School on more effective ways it can provide continuing graduate and post-graduate education and training in the healthcare sector. John Grotting '74, last year's AA/F President, Gordon Sprenger '61, Doug Cropper '88, Sandy Potthoff and Jon Christianson from the Program also serve on that committee.

### A World of Experience

Rice is Vice Chairman of The Governance Institute, an organization dedicated to enhancing the governance of health systems through knowledge generation and dissemination. He is also President of the International Health Summit, an international conference and publication company serving the global healthcare and insurance industries. Additionally, he is a partner in a performance improvement consulting group focused on web-based organizational effectiveness and change management, and is Co-Director of the International Health Leadership Programme at Cambridge University England.

As a former executive with Allina Health System in Minnesota, Rice draws upon extensive experience in the development and management of large health systems in the U.S. He has worked in over 30 countries in the development and operation of public health insurance and service delivery programs.

He has participated in consultancy projects for Abt Associates, McManis & Associates, and several foreign projects through the U.S. Agency for International Development, The British Government's Department for International Development and The World Bank. He has lived overseas, most recently in Russia, where he served in 1995-96 as Country Director for a \$20-million program for national health sector reform.

He has received the U of M's School of Public Health Distinguished Alumni Leadership Award; a National Institute of Health Doctoral Fellowship; The Corning Award for excellence in U.S. hospital planning; was co-founder and second President of The AHA Society for Hospital Planning and Marketing; and received a Bush Fellowship to study International Economics at The National University of Singapore with Stanford University.

## Reuniting, Relaxing & Reminiscing

Grads from four classes got together this spring for reunions and renewing friendships. Sixteen members of the Classes of '73, '74 and '75 met for dinner at a restaurant in Washington, D.C. on April 28, while 12 alums from the Class of '82 gathered in the Twin Cities on the weekend of May 2 - 3.

"We combined the three classes because we thought it would enable us to get more people together at an event where many of them would be going anyway," according to Tom Lynch '75. The event was the AHA Symposium.

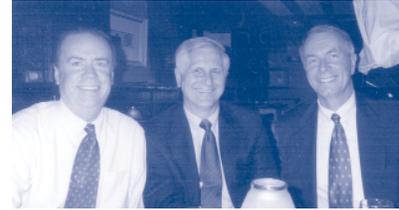
Others on the planning committee were Tom Jones '73, Tom Plantz

### THE PROGRAM'S OTHER 3 RS

'73, Chris Cutler '74, John Meehan '74, Quinton Friesen '75 and John Reiling '75. Also joining in the fun were MHA faculty members Sandy Potthoff and Vern Weckwerth, and Dave PeKarna '66 from the Alumni Association.

One of the highlights of the evening was a celebration of Weckwerth's 72nd birthday. "To me, he represents the spirit of the Program," Lynch said. "He's the real McCoy."

Leslie Flores organized most of the activities for the Class of '82



*Enjoying dinner and catching up on their lives at a three-class reunion in Washington, D.C. were (left) Tom Lynch '75, Quinton Friesen '75 and Jerry Maki '73.*



*Gathering for a reunion photo of the Class of '82 were (back row from left) Eric Crowell, Leslie (Strong) Mussetter, Candace Dow, Allen Yearick, Shari Levy, Stevan Eikevik, Leslie (Rains) Flores, and George Hayes. In the front row were (left) Peter Thoreen, Maureen O'Connor Kodis and Ahmad Dajani. Also attending, but not pictured, were Doug Britain, several spouses and honorary classmate Bernie May.*

## Pathways...

This column premiered in the last issue of *Minnesota Network* and will be a regular feature to let alumni know what their classmates are up to. New software allows us to locate job changes within our membership database. Due to space limitations, we are only able to publish a portion of the most recent changes in each issue. If you have not informed us of your recent job change, bring us up to date by sending an e-mail to mhaalum@csom.umn.edu.

Class	Name	Position Change
1952	Wood, Donald	Retired
1954	Startzman, James	Retired
1959	Stang, Cris	Retired
1961	Stordahl, Donald	Retired
1962	Metz, Roger	Retired
1963	West, Michael	Retired
1964	Labott, Ronald	Retired
1967	Ferguson, James	CEO, Specialty Hospital Services
1969	Frobenius, John	Retired
1971	Heuerman, James	Retired
1972	Peterson, Clayton	CEO, Mercy Hospital & Health Center
1973	Farrel, Russel	Retired
1974	Norman, Perry	Retired
1975	Reiling, John	President & CEO, Synergy Health
1976	Nelson, Brock	President & CEO, Regions Hospital
1977	Nye, Gerald	VP Business Development, Clark Bardes Consulting Healthcare Group
1981	Hurt, Richard	VP Clinical Services, Ramsay Youth Services, Inc.
1982	De Martini, Thomas	Director of Operations, Behavioral Health Resources, Inc.
1983	Filippini, Dina Marie	Retired
1984	Dixon, Mark	COO, Community Health Network
1985	Fishman, Neill	Practice Support Consultant, Northwest Physicians Mutual
1986	Regnier, Dana	Director, Product Line Development, Ingalls Health System
1988	Cropper, Douglas	Administrator/VP, Fairfax Hospital, Inova Health Systems
1989	Broman, Craig	President, St. Cloud Hospital
1990	Nelson, Jennifer	VP, Park Nicollet Health Services
1991	O'Connor, Thomas	President, St. Francis Regional Medical Center
1992	Weisbecker, Robert	Director, Medical Imaging, St. Joseph Regional Medical Center
1993	Cockburn, Patricia	VP Planning & Acute Care, Assiniboine Regional Health Authority
1994	Young, Damon	VP, Payer Services, WebMD Envoy
1995	Rush, John	Referring Physician Services Manager, Dartmouth-Hitchcock Medical Center
1996	Cramer, Angela	Project Manager, M-CARE
1997	Fehlinger, Stephen	Sr. Consultant, Luba Way, Masten & Co.
1998	Johnson, Cindy	Manager, Bearing Point, Inc.
2000	Plahn, Beth	SD Transplant Manager, Avera McKennan
2001	Maddali, Seema	Resident in Internal Medicine, St. Luke's Hospital

reunion, which began with a reception on Friday afternoon at the Carlson School. They were joined by several faculty and staff, including Potthoff who dug up the class members' application photos. PeKarna gave them a tour of the building, which most had not seen, then they went to Shari Levy's home for dinner.

Later that evening, Weckwerth suggested the group call class members who were not there, and produced a list of phone numbers. "Leave it to Vern," Flores said. "After consuming several bottles of wine, we all gathered around a speaker phone and were able to reach five or six of them. It was great fun."

The next morning they enjoyed a brunch at the Campus Club in the Coffman Union, courtesy of Hans Tronnes '66, who is a member there. Flores showed slides from the classes' residency year and their fishing trip.

## Cooperation and Collaboration Characterize CLARION *(continued from page 1)*

as we were going through our undergrad coursework, we didn't realize how wide the gap was between the business and science sides of medicine," he said. Those feelings intensified as he worked in healthcare consulting at Arthur Anderson and his friend was going through medical school.

Just before Jon entered the Program, the two friends agreed that something should be done to help create a better understanding between the two disciplines. Unfortunately, Tom's availability was limited due to the demands of his residency, so Jon began exchanging ideas with other MHA and AHC students.

### Making the Right Connection

CHIP Director Jenny Meslow also played a major role in getting CLARION off the ground. "She was fantastic in not only broadening the scope of this beyond just doctors and administrators, but thinking of other key disciplines that needed to be involved, like pharmacy and nursing," Rathbun said.

The following spring, Meslow organized a retreat that focused on interdisciplinary collaboration or the lack thereof as a primary cause of patient safety issues. CLARION was listed as a primary sponsor.

"Students have always impressed me as being in the forefront of new initiatives and new ideas," Meslow said. "I suggested the retreat, which we normally do at CHIP at the end of the year anyway. The faculty were enthused about the idea of doing it on patient safety and wanted to come and present their thoughts, and help mentor the students. It was a wonderful week-end and students became very jazzed about patient safety and making a difference."

Reflecting on the organization's progress, she said, "We hadn't really cracked medicine until this last fall, when a couple of crackerjack medical students came on board. All of sudden the magic was there."



**Judges for the case competition were (left) Mary Ellen Wells '84, MHA, VP of Regional Health Services and President of Buffalo Hospital; H. Thomas Blum, MD, Internist with HealthPartners; Sandy Potthoff, MHA Program Director; Alison Page '96, MHA, RN, VP of Patient Safety, Fairview Health Services; Steve Meisel, Pharm.D., Director, Medical Safety, Fairview Health Services.**

### Case Study Competition

This past year CLARION grew to more than 30 students from all of the disciplines mentioned, according to Scott Terry, who served as Coordinating Chair. He graduated this spring to begin a two-year administrative training program at the Mayo Clinic in Scottsdale, AZ.

CLARION students met each Monday evening to hear speakers, discuss topics of interest and plan events, including the first-ever case competition this spring. Competing in the event were seven teams, each consisting of four students, representing medicine, nursing, pharmacy and healthcare management.

The students also solicited major sponsorships from Allina Hospitals and Clinics, StratisHealth and the Minnesota Medical Foundation. Cash awards of \$1,000 went to each member of the first-place team and \$500 went to each second-place team member.

"CLARION is now an established student organization within CHIP," Scott said. "We have funding, a constitution and a mechanism to repeat our program year after year. Our purpose is to develop leaders who will improve healthcare. It's that simple."

### CLARION Curriculum? It Could Happen.

Rathbun coined the word CLARION, which is an acronym for

Clinician Administrator Relationship Improvement Organization.

"Understanding what true interdisciplinary care means is what CLARION really stands for," he said. "Better patient safety outcomes are a part of that, but it's really only one part of a much larger vision for evolving healthcare from within and from the ground up."

Meslow was especially appreciative of the contributions made by Sandy Potthoff, MHA Program Director. "She was absolutely critical to the success that CLARION had this year. Although there have been many other faculty involved, I have to give special kudos to Sandy."

Where else is all this extracurricular effort headed, one might ask. Meslow explained that, "Some CLARION students this year approached faculty at their respective schools about infusing interdisciplinary curriculum in some shape or form. For example, the School of Nursing is going to take a look at participation in the case competition as an alternative to other class work."

She believes the whole effort will be successful when, as she puts it, "Our doors will be closed. I've thought about this a great deal and it's true. The best thing that could happen is that CHIP would close, because we wouldn't be needed anymore."

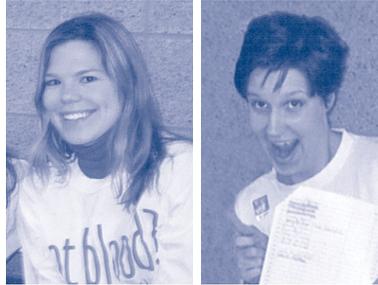
## *Giving Back and Feeling Good*

"I know this sounds really cliché, but it was a really good feeling. Sometimes people think we're just in the Business School and driven by profits and margins," said project co-chair Hez Obermark, who just graduated from the Program this spring. "It was a learning experience to see



*Jodi Rucker prepares to make her contribution.*

### PROGRAM'S FIRST BLOOD DRIVE



*Jessica Nilsen-Drecktrah Hez Obermark*

how many students and faculty wanted to participate in this drive."

The only real problem was that more people showed up for the Program's first blood drive than the Red Cross Bloodmobile could handle, according to the other co-chair, first-year student Jessica Nilsen-Drecktrah.

More than 30 people donated on March 31, when the vehicle was parked in front of the Carlson School from 10 a.m. to 4 p.m.

The Bloodmobile can only take two people at a time to give blood. Prior to the event, Obermark, who's real first name is Heather, and Nilsen recruited a number of people and promoted it mostly by word-of-mouth and posters.

Obermark and Nilsen are Community Service Representatives for their respective classes. Other Community Service projects this year included help at shelters for the homeless and working in nursing homes.

Obermark just began an Administrative Fellowship at North Memorial Hospital in Robbinsdale, and Nilsen began her summer residency at Mercy and Unity Hospitals in Coon Rapids.

## H O M E C O M I N G E V E N T

### *Y'all Come This Fall*

MHA Program alumni, students, faculty, staff and friends are invited to the second annual Barbecue and Bluegrass Homecoming. Everyone is welcome to come and reconnect with old friends and classmates, and meet the Classes of 2004 and 2005.

**Friday, Sept. 12, 2003**  
**5:00 - 7:30 p.m.**  
**Carlson School**  
**Courtyard and Private**  
**Dining Room**

E-mail your RSVP to [mharsvp@csom.umn.edu](mailto:mharsvp@csom.umn.edu) by Sept. 1, 2003. Please make sure to specify your class or affiliation, number of guests, and any special dietary needs. Questions can be sent to the same e-mail address or call Emily Heinicke, MHA Program Assistant at 612-624-5568.



### *Bieter Fund* *Continues To Grow*

In November, we reported the passing of Jerry Bieter '49, who made a tremendous impact on the Program's early development. A fund was begun in his memory by Earl Dresser '49 and Bob Wilkins '52 to give an annual award to an outstanding graduate of the Program. The response from alumni has been very strong, growing to nearly \$22,700.

## AHA Presents Major Award To Lowell Kruse '67 *(continued from page 8)*

enormous impact on the quality, efficiency and cost of healthcare.”

### Creating a Healthy Attitude

Heartland Health is a large, integrated health delivery system in St. Joseph, MO. Its flagship operation, Heartland Regional Medical Center, recently received the Distinguished Hospital Award for Clinical Excellence from HealthGrades, Inc. Hospitals who receive this honor rank in the top 3.2% in the nation.

Heartland has been recognized for its leadership in community fitness programs, including a walking program called “Get Moving St. Joe” and is a national demonstration site for “Project Fit,” which introduces cardiovascular fitness to school children. Heartland even brought fitness/entertainment personality Richard Simmons to St. Joseph recently to show people how to have fun exercising.

Speaking about healthcare in America, Kruse said, “We have the absolute best hospitals, doctors and technology in the world. I believe that because I see it everyday in our place and I see the miracles we perform. People come from all over the world to use our technology and our folks.”

“However, the health status of the American people continues to decline,” he continued. “This isn’t gradual, it’s rapid. Lifestyles. Stress management. You name it. The whole issue of lack of exercise. My concern for hospitals is that we should be providing more leadership in the area of better health practices.”

The number two issue, he feels, is cost escalation. “It is the major concern to business in terms of providing benefits to employees, and it’s an equally major concern with individuals in terms of job mobility. People cannot be without health benefits.”

“Our board is committed to striking a balance between these two issues,” he said. “We run an



outstanding hospital, but we also devote an equal amount of time and energy to this notion of how best to finance care.”

Under Kruse’s leadership, Heartland developed an innovative health maintenance organization in 1994 called Community Health Plan, which now has more than 25,000 members. Serving northwest Missouri and northeast Kansas, Heartland is the region’s largest employer with more than 2,600 people, including 210 physicians, and net revenue of \$300 million.

### Motivation to Dedication

Leading this huge, complex organization is a far cry from his humble upbringings on a farm in Lake City, IA. In fact, he had no intentions of even going to college until one day a banker and close friend of Lowell’s father convinced him to do otherwise.

When asked by an admissions counselor at Augustana College in Sioux City, SD, what he wanted to be, he said a hospital administrator. “The reason I said that was a guy in our church ran the local hospital and he had a nice looking wife. I remember as a kid thinking that if I wanted to get a good looking wife, I

had to be a hospital administrator.”

As life turned out, “I got a good looking wife, who is also very smart, and we’ve been married for 39 years,” he said. Both of them were students at Augustana when they met.

Working on an English paper at the college also proved to be a significant event in his career path. He decided to write about hospital administration and went to visit Lyle Schroeder ’60, who had just completed his two years in the Minnesota Program and was the new Assistant Hospital Administrator at Sioux Valley Hospital. Ultimately, Schroeder convinced him to apply to the Program. Schroeder finished his own career at Sioux Valley and recently retired.

Kruse began his career in 1967 as an Assistant Administrator at St. Barnabas Hospital in Minneapolis. Three years later, he joined the Metropolitan Medical Center there, where he eventually rose to VP of Community Operations. His background also included serving as President and CEO of two other organizations, Park Ridge Hospital and Nursing Home and Upstate Health System, Inc., both in Rochester, NY.

He is currently on the board of the MHA Alumni Association / Foundation, a Health Communities Fellow of the American Hospital Association, as well as a Fellow of the American College of Healthcare Executives. He serves as Vice Chair of the Missouri Excellence Foundation and as Vice Chair of the Missouri State Coordinating Board of Higher Education. He is Chairman of Premier’s Quality Improvement Committee, Chairman of Success by Six with the St. Joseph United Way, and is a trustee with the Midwest Bioethics Center. Kruse has also served on a number of other boards and committees with national and state hospital associations, health planning agencies, chambers of commerce and other civic and community organizations.

# Class of 2003

## Administrative Fellowships/Positions

### STUDENT

TANMAY BARMAN ROY, *Consultant*  
 ADONNA BASS, *Administrative Fellow*  
 JEREMY BRADSHAW, *Administrative Fellow*  
 KEVIN DUCE, *Administrative Fellow*  
 MARIE DVORAK, *Administrative Fellow*

JANNE EGELAND, *Senior Consultant*  
 MATTHEW HEDTKE, *Administrative Fellow*  
 KENNETH JONES, *Administrative Fellow*

RYAN LARSON, *Administrative Fellow*  
 SCOTT O'BRIEN, *Administrative Fellow*  
 HEATHER OBERMARK, *Administrative Fellow*  
 KRISTIN PEYERL, *Administrative Fellow*  
 JEREMY PRICE, *Administrative Fellow*  
 PRAMODA RAMACHANDRA, *Administrative Fellow*  
 KHUZEMA RANGWALA, *Administrator*  
 JODI RUCKER, *Administrative Fellow*  
 SCOTT TERRY, *Administrative Fellow*  
 JESSE TISCHER, *Administrative Fellow*

### PLACEMENT

Cap Gemini Ernst & Young - Chicago, IL  
 Baptist Hospital East - Louisville, KY  
 Mayo Clinic - Rochester, MN  
 Children's Hospitals and Clinics - Minneapolis, MN  
 Memorial Hospitals Association  
 Sutter Health Affiliate - Modesto, CA  
 Deloitte Consulting, Healthcare Division - Minneapolis, MN  
 HealthEast - St. Paul, MN  
 Duke University Hospital - Durham, NC

St. Alphonsus Regional Medical Center - Boise, ID  
 Salem Hospital - Salem, OR  
 North Memorial Health Care - Robbinsdale, MN  
 Synergy Health - Westbend, WI  
 Mercy Health System - Janesville, WI  
 University of Louisville HealthCare - Louisville, KY  
 NMC Hospital - Abu Dhabi, United Arab Emirates  
 Abbott Northwestern Hospital - Minneapolis, MN  
 Mayo Clinic - Scottsdale, AZ  
 Mercy Health System - Janesville, WI

### PRECEPTOR

Susan Stout Tamme, President  
 Jan Lieder, Supervisor, Administrative Trainee Program  
 Skip Valusek, Ph.D., Director, Performance Improvement  
 David Benn, CEO

Julie Schmidt, CEO Woodwinds-HealthEast  
 J. Robert Clapp, Jr.  
 Assoc. VP, Duke University Health System  
 COO, Duke University Hospital  
 Janelle Reilly, VP of Strategic Development  
 Norman Gruber '68, President & CEO  
 Mike Muenzberg '75, VP of Ancillary Services  
 John Reiling '75, President & CEO  
 Javon Bea '78, President & CEO  
 James H. Taylor '76, President & CEO

Denny DeNarvaez, President & CEO  
 Sheila Collins, Chair of Educational Administration  
 Javon Bea '78, President & CEO

*(Preceptors are listed only if the student has an administrative fellowship, while other students are employed in full-time permanent positions.)*

# Class of 2004

## Summer Residency Placements

### STUDENT

RACHAEL ALBERTSON  
 DARIN ATKINSON  
 ANISSA BLANSHAN  
 CRAIG BRYAN  
 DENISE CAMPBELL  
 TOM DUNCAN  
 MUHAMMAD ELRASHIDI  
 RUTHIE GOLDBERG  
 KYLE HANSEN  
 LAURIE HANSEN  
 MEGAN KING  
 JAMIE KIRSCH  
 IRENE KRAMARCZUK  
 SOOK YOUNG LIM  
 YANG YA LIM

SHAYLA LLOYD  
 MICHELLE MCAFEE  
 LAURA MCELROY  
 CHRISTOPHER MENGELT  
 PRINCETON NGUYEN  
 JESSICA NILSEN-DRECKTRAH  
 SHELLY OBERLIN  
 ROLANDO ODULIO  
 EDGAR OLIVEIRA  
 JILL SCHECHINGER  
 BRIAN SINOTTE  
 HEATHER SWENSON  
 ANGELA VASQUEZ  
 SHEEBA VENUGOPAL

### PLACEMENT

The Children's Hospital - Denver, CO  
 Fairview Lakes Regional Health Care - Wyoming, MN  
 Medical Associates Clinic - Dubuque, IA  
 Universal Health Services - Boston, MA  
 Sioux Valley Regional Health Services - Sioux Falls, SD  
 Six Sigma - Fairview  
 Harvard Vanguard - Newton, MA  
 Norwegian American Hospital - Chicago, IL  
 Huntington Memorial Hospital - Pasadena, CA  
 Covenant Medical Group - Milwaukee, WI  
 Fairview Health Services - Minneapolis, MN  
 Howard Young Medical Center - Woodruff, WI  
 Children's Hospitals and Clinics - Minneapolis, MN  
 Fairview Health Services - Minneapolis, MN  
 Meritcare, Inc.  
 Valley Manor Rehabilitation Center  
 Ridgeview Medical Center - Waconia, MN  
 Six Sigma - Fairview  
 HealthEast - St. Paul, MN  
 Stillwater Medical Group - Stillwater, MN  
 Kaiser Permanente - Denver, CO  
 Mercy and Unity Hospitals - Coon Rapids, MN  
 Hoag Memorial Hospital Presbyterian - Newport Beach, CA  
 Blue Cross Blue Shield of Minnesota - St. Paul, MN  
 Benedictine Health System - Cambridge, MN  
 Cottage Health System - Santa Barbara, CA  
 Fairview Southdale Hospital - Edina, MN  
 University of Maryland Hospital - Baltimore, MD  
 VHA Upper Midwest - Edina, MN  
 Children's Hospitals and Clinics - Minneapolis, MN

### PRECEPTOR

Greg Raymond '02, Planning Consultant  
 Dan Anderson '79, President  
 Brian Schatz '92, Chief Operating Officer  
 Roy Ettlinger '70, Vice President  
 Louis Kramer '70, Regional Vice President  
 Dick Howard, Vice President of Strategic Planning  
 Tim Wemple '83, Chief Operating Officer  
 Mike Haley, CEO  
 Stephen Ralph '74, President/CEO  
 Patrick Board '85, President  
 Alison Page '96, Vice President Safety  
 Brian Kief '95, CEO  
 Skip Valusek, Ph.D., Quality Engineer  
 Alison Page '96, Vice President Safety  
 Jan Beresford '81, CEO, Meritcare, Inc.  
 Teresa Nelson, Administrator, Valley Manor Rehab. Ctr.  
 Robert Stevens '82, President  
 Dick Howard, Vice President of Strategic Planning  
 Ann Schrader, COO  
 Susan Rockwood, Administrator  
 Linda Smith, Director, Strategy & Innovation  
 Venetia Kudrle '81, Administrator  
 Jacqueline Jordan, Director, Case Management  
 Cynthia Wilke '86, Director of Corporate Planning  
 Steven Chies, VP Operations  
 Ronald Werft '78, Interim President & CEO  
 Mark Enger '76, President  
 Sheri Perkins, VP Clinical Effectiveness  
 Sandra Schmitt '88, Senior Director  
 Skip Valusek, Ph.D., Quality Engineer



**Dennis Barry (left), Chairman of AHA's Board of Trustees, and President & CEO of Moses Cone Health System, presented the Justin Ford Kimball Award to Lowell Kruse '67 (center), President & CEO of Heartland Health. Dr. Benjamin Carson of Johns Hopkins University, assisted with the presentation.**

## AHA Presents Major Award To Lowell Kruse '67

wanted to talk to him about a community based health improvement initiative at Heartland Health in St. Joseph, MO.

When they finally connected, Davidson told him that he had been chosen as this year's recipient of the prestigious Justin Ford Kimball Innovators Award. "I was stunned," Kruse said. "I had no idea whatsoever this was coming."

He received the award in April at AHA's Federal Relations Symposium in Washington, D.C. The award is presented annually for innovation and excellence in healthcare financing and delivery. It is named in

honor of a longtime leader of the Baylor Health System in Texas and one of the founders of pre-WWII prepayment plans.

Kruse has been President and CEO of Heartland since 1984 and is only the third person associated with the Minnesota Program to be honored with the award. Walter McNerney '50 received the award in 1967 and John R. Mannix, an honorary alum, received it 1972.

"He's so involved and paying attention to what's going on, and doing everything he can to make the organization more effective on issues that really matter," said Rich Wade, AHA's Senior VP of Communications. "What he is really being honored for is a career long, very passionate commitment to the very simple premise that making a community healthier can have an *(continued on page 6)*

They had been playing phone tag and Lowell Kruse was it. He thought Richard Davidson, President of the American Hospital Association,

## Minnesota Network

*Minnesota Network* is published by the Department of Healthcare Management for its alumni, students, faculty, staff and friends. The Department is part of the Carlson School of Management at the University of Minnesota. Inquiries may be sent to the Department at 3-140 Carlson School of Management, 321 - 19th Avenue South, Mpls. 55455-9940. The University of Minnesota is an equal opportunity educator and employer.

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**Leadership**  
*Our Health Our Future*

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*j n s i d e*

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