

Practicum Abstracts 2023

Degree: MPH-65

Field of Study: Health Management

Project Title	Project Summary or Abstract
Centers for Early Detection and Interception	As a member of the Strategy and Organizational Effectiveness team, I provided project management support for the implementation planning of an institute-wide initiative related to early cancer detection and interception, collaborated with various departments across the organization. This involved the creation and maintenance of various materials to support the department's project management function, and it allowed for collaboration with various departments and teams throughout the institute. Additionally, I was able to support smaller projects including market research, presentation development, and publication research and compilation.
Mobile Integrated Health Service Line Strategy - instED	InstED is an at-home urgent care service that grew out of the Commonwealth Care Alliance. For this project I was responsible for analyzing and supporting instED's Mobile Integrated Health service line operations. In response to a major paramedic partner company exiting the industry, I conducted an analysis of current operations to develop a response plan that ensured there would be no gaps in care and continued service excellence. I considered factors such as geography, strategic goals, and partner capabilities to develop options and presented to organizational leadership.
Designing an Office of Military and Veterans Initiatives at MGH	The project goal was to design and fund a new Office of Military and Veterans Affairs (OMVI) at Mass General Brigham covering three different areas: accelerating academic and sponsored research collaborations, enriching education programs across civilian and military health systems, and training and developing the healthcare workforce. Activities included developing relationships with military and local government contacts to establish education focuses, pitching to the state Veterans Affairs Secretary to fund the OMVI program, and setting up hiring opportunities in conjunction with specific departments at Brigham and Women's Hospital. Meet with senior leaders at MGB to discuss operations, finances, and strategy within the organization.
Best Practices for Evaluation of HCTI Investment Programs	In my practicum, I worked with the Healthcare Innovation and Transformation team at the Health Policy Commission. The team provides grants for organizations doing care delivery innovation programs, such as doula programs. I worked with the team that evaluates these programs, reviewing their practices and organization within the team for efficiency and effectiveness. They are consistently evolving their role within

	<p>the team, and I developed a guide with recommendations for the future of the evaluation team's role and function based on qualitative interviewing and external best practices.</p>
<p>Graduate Intern, MassHealth Strategy</p>	<p>I worked on the Strategy Team at MassHealth, MA's integrated Medicaid and CHIP program. The Strategy Team serves as an “executive consulting” function for MassHealth’s senior leaders, providing flexible support for agency priorities. During my internship, I primarily worked on MassHealth's community outreach and engagement approach during the Medicaid "unwinding" or "redeterminations" period following the end of the COVID federal Public Health Emergency.</p>
<p>Analyzing the Department of Corrections Healthcare Contract to Inform Advocacy and Improve Outcomes.</p>	<p>Review the Department of Corrections’ current contract with the largest provider of outsourced carceral healthcare, Wellpath LLC, and analyze where there are gaps, structural issues and quality deficiency. Perform qualitative interviews with various stakeholders, those with direct experience, and incarcerated individuals to gain better insight and valued feedback on carceral healthcare. Compare and contrast the current contract to others in similar settings around the country and around the world. Analyze quality metrics in these other systems and determine if the Department of Corrections should be modeling their contract off of those. Research what is and/or is not working in those other systems. Access public records to determine pain points in health care delivery. Collaborate with other agencies, state representatives and other advocates to work to improve the language in the Request for Response and shorten the contract term. Propose a short and long term solution to addressing the quality issue of privatized carceral healthcare vendors.</p>
<p>CAHPS Quality Improvement at a Large Healthcare Payor</p>	<p>Our client was a large healthcare payor that wanted to improve their STAR rating over the next 4 years. Our task was to develop a strategy spanning several CAHPS survey years to improve our client's STAR rating continuously through 2026. The project spanned initiatives focusing on each of the 5 measures of patient experience measured by CAHPS, health plan member SDOH needs and health equity. The practicum began 8 months after the project start date and the long-term strategy developed for the client was already in place. Workstream timelines and deadlines for upcoming deliverables were communicated early in the summer. During month 1 of the internship, I was caught up to speed on the project and assigned to several workstreams converging on the Q2 final deliverable. As I became more familiar with the consulting toolkit, I increased my output for content creation and strategy development. During month 2 of the internship (following “intern snapshot” reviews conducted with new hires), I developed a plan with my mentor to hone strengths and address weaknesses. Through closely working with my project manager and senior manager, I received constructive feedback consistently throughout the summer and applied those lessons to my work. I contributed to the team by 1) creating and presenting current state and future state process flows for</p>

	scheduling needs, care management availability, medical services authorizations, escalations (tracing seemingly disparate issues upstream to determine root causes and develop solutions) and 2) vendor market scans for scheduling tools and advances in cardiovascular health.
CDC Program Evaluation Intern - Mississippi Dept of Health	Worked on evaluating and then proposing new program and outcome measures for the Mississippi Department of Health's Healthy Mom's Healthy Babies program with guidance from the Center for Disease Control.
EHR Optimization	I supported DotHouse's transition to Boston Medical Center's instance of Epic EHR by participating in system build and troubleshooting, staff training, and quality improvement. My project focused on leveraging the EHR system to streamline operations and optimize workflows across departments. I created operational dashboards in Epic, organizing patient, provider, and department-level data for analysis and use by department leads in decision-making and change management. I also helped train Medical Assistants on updated depression screening workflows to improve depression screening rates at DotHouse.
Amwell Healthcare Delivery Leadership Internship	<ul style="list-style-type: none"> - Engaged in corporate planning, strategic priority development, and corporate strategy initiatives to enable Amwell's growth and expansion across the digital health market - Examined Amwell's operating model, identifying opportunities to optimize and drive organizational effectiveness and operational excellence - Engaged in evolution of Amwell's product development lifecycle, determining opportunities for enhancement of existing services and creation of innovative solutions - Created executive leadership dashboard for product development and growth initiative tracking to align cross-functional teams - Researched and analyzed business and financial use cases for AI implementation, identifying areas to derive value across the organization
Wraparound Services Model Development for Population Health Management Tool	For this workstream, I worked on defining a wraparound services model for a population health management tool deployed by Kaiser to provider groups. Wraparound services are critical to ensuring maximum provider adoption of the tool and achieving overall value based-care transformation objectives for the provider group.

	<p>Broadly, wraparound services can be divided into three service categories: provider readiness, tool deployment, and ongoing performance management. I led interviews with Kaiser program managers who had deployed a similar tool with community health centers, and used these insights to outline specific activities and a staffing model for each of the service categories.</p>
<p>Development of Disease-Specific Strategy to Integrate the Macy Catheter into Hospice Care</p>	<p>Over the summer, I was tasked with interviewing several stakeholders in hospice, notably focusing on frontline nurses, medical directors, and nurse managers. The findings in these interviews indicated key pain points particular to each group's occupational experience. These insights were used to inform several marketing materials, demonstrating how the Macy Catheter device can enhance daily operations. I simultaneously conducted an in-depth analysis of data to identify the most common diagnoses amongst hospice patients across the nation. This played a pivotal role in informing Hospi Corporation's disease specific strategy, facilitating the identification of relevant messaging tailored to target patient audiences.</p>
<p>Optum WA Digital Health Rep Internship Program</p>	<p>The Digital Health Representative Summer Internship Program hires high-school and early college interns from local communities to help patients successfully navigate and engage with Optum's digital offerings. This program provides a high-touch experience for patients and customers to ensure that patients can take full advantage of the benefits of digital tools like MyChart. This project aims to increase patient satisfaction and improve accessibility to healthcare services by addressing technological barriers and enhancing digital health literacy for patients and caregivers. Additionally, the Digital Health Representative Summer Internship Program allows Optum to connect with local communities by engaging and supporting interns as they learn about healthcare-related career paths.</p>