Future Leaders in Healthcare

The Bluford Healthcare Leadership Institute
2016 Annual Report
A Message from the President

The Bluford Healthcare Leadership Institute (BHLI) is an intense professional development program for minority college sophomores and juniors who possess exceptional leadership potential. Through a series of experiential activities, national presenters, site visits, and internships, the BHLI exposes scholars to today’s healthcare landscape and challenges the future leaders to view healthcare as a potential career. The goal of the BHLI is to create a pipeline of talented, culturally competent leaders for future leadership roles who can help eliminate long-standing disparities in healthcare. The Institute is entering its fifth year with more than fifty scholars in the pipeline. It is my hope that these scholars will positively impact future health outcomes in their communities.

In partnership with national healthcare organizations, the BHLI coordinates internship opportunities for its scholars that allow them to build upon and apply their healthcare knowledge. The program highlights essential competencies including critical thinking, taking initiative, leadership, and entrepreneurial characteristics. BHLI scholars benefit from exposure to first-hand nurturing, mentoring and learning from healthcare leaders.

It gives me great pleasure to present the 2016 Cohort of the Bluford Healthcare Leadership Institute and to introduce the internship opportunities of the 2015 Cohort of Scholars.

John W. Bluford, III, MBA, FACHE
Executive Summary

The Bluford Healthcare Leadership Institute (BHLI) is designed to expose minority scholars with exceptional leadership potential to today’s challenging healthcare landscape, cultivating them for future leadership roles in the field of healthcare. The Institute incorporates the dynamic business, cultural, and healthcare community of Kansas City, MO and leverages the national reputation of its president, John W. Bluford, III, to expose the participating scholars to mentors and experiences unique to this Institute. The BHLI enhances the scholars’ knowledge, understanding, and practice of the key leadership traits increasingly required of leaders in the 21st century healthcare environment.

Phase I:

- Phase I of the 2016 Bluford Healthcare Leadership Institute was held in Kansas City, MO from Tuesday, May 31 through Wednesday, June 15.

- Students were recruited through a joint effort among BHLI staff members and school officials from the leadership, scholarship, and career placement programs at the respective universities. Interested students were required to possess a minimum GPA of 3.0, be a rising college sophomore/junior, and possess demonstrated leadership skills. In addition to the application, students were required to submit an official copy of their college transcript, two professional letters of recommendation, and an essay outlining their career goals and interest in the BHLI.

- Nearly 70 students expressed interest in the 2016 Institute. Their applications were reviewed by the president of the BHLI who interviewed more than half of the students. The 13 most competitive applicants were invited to participate.

- The 2016 Cohort of the BHLI consisted of 13 college students recruited from universities across the country including Fisk University, Florida Agricultural and Mechanical University, Morehouse College, North Carolina Agricultural and Technical State University, and the University of Missouri-Kansas City.

2016 Scholar Profile

Schools Represented:

- Fisk University (2)
- Florida Agricultural and Mechanical University (2)
- Morehouse College (2)
- North Carolina Agricultural and Technical State University (3)
- University of Missouri – Kansas City (4)

Majors:

- Bioengineering
- Biology
- Chemistry
- Computer Engineering
- Nursing
- Pharmacy
- Psychology
- Spanish and International Business

Collective Grade Point Average for 2016 Scholars: 3.5

Pictured: Kameron Fisher, University of Missouri - Kansas City
Participating Universities/Colleges

FISK UNIVERSITY – Nashville, TN
Since its founding in 1866, Fisk University has provided an environment that has nurtured and challenged the minds of young people. Fisk’s efforts to fashion the character of youth has enabled the university to achieve national recognition for its outstanding results in developing young student leaders. Fisk University is one of four Historically Black Colleges and Universities to earn a Tier One ranking on US News & World Report’s 2016 List of Best National Liberal Arts Colleges/Universities. A recent National Science Foundation study revealed that Fisk alumni have earned more doctoral degrees in the natural sciences than African American graduates from any other college or university in the nation.

Demetri Fisher, II
Major: Chemistry
Expected Graduation Date: May 2019
Future Aspirations: Upon earning his undergraduate degree, Demetri plans to enter medical school and train to serve as an anesthesiologist in a trauma center. His interest in medicine was heightened after helping care for his grandmother while she recuperated from surgery. The experience led Demetri to volunteer in the Emergency Department at a local hospital where he received hands on experience dealing with a diverse patient group. Demetri recognizes the need for more African Americans in the field of healthcare and looks forward to making a positive impact on the health outcomes of his community. Throughout the Institute Demetri learned of the impact of social determinants on health outcomes and looks forward to being a change agent who works to provide health equity for all.

Brittany Beans
Major: Spanish and International Business
Expected Graduation Date: May 2018
Future Aspirations: Upon the completion of her undergraduate studies, Brittany plans to pursue a juris doctorate degree in International Human Rights while continuing to grow the jewelry design business she created as a high schooler. Brittany’s career goals include helping those who are impoverished create sustainable and profitable businesses, thereby improving their economic condition and those of their future generations. Brittany appreciated the opportunity the Institute afforded to create a lifetime network of likeminded colleagues among her cohort members.
Participating Universities/Colleges continued...

**FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY - Tallahassee, FL**

Florida Agricultural and Mechanical University (FAMU), founded in 1887, is the largest historically black university in the United States by enrollment. FAMU is dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU’s distinction as a doctoral/research institution continues to provide mechanisms to address emerging issues through local and global partnerships.

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**Charles Davis**

**Major:** Pharmacy  
**Expected Graduation Date:** May 2019  
**Future Aspirations:** Upon completion of his Doctorate of Pharmacy, Charles aspires to be a member of a residency program that focuses on global health pharmacy and provides an opportunity for international exposure. Charles realizes the role cultural competency plays in healthcare and believes the international experience would develop his abilities to deliver care in a diversified community. Upon completion of his residency, Charles plans to obtain board specialization for Oncology to work as a clinical pharmacist in a hospital setting with aspirations of serving as a Director of Pharmacy.

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**Cierra Thomas**

**Major:** Psychology (Minor in Criminal Justice)  
**Expected Graduation Date:** May 2019  
**Future Aspirations:** Cierra is currently a Specialist in the United States Army and is pursuing officership with aspirations to become a Clinical Psychologist on Active Duty Status. Cierra’s goal is to make a positive difference in the healthcare system within the Military.
MOREHOUSE COLLEGE – ATLANTA, GA
The mission of Morehouse College is to develop men with disciplined minds who will lead lives of leadership and service. A private historically black liberal arts college, Morehouse realizes this mission by emphasizing the intellectual and character development of its students. In addition, the College assumes special responsibility for teaching the history and culture of black people. Founded in 1867, Morehouse is an academic community dedicated to teaching, scholarship, and service, and the continuing search for truth as a liberating force. As such, the College offers instructional programs in three divisions - business and economics, humanities and social sciences, and science and mathematics - as well as extracurricular activities.

Harvey Allen
Major: Biology
Expected Graduation Date: May 2018
Future Aspirations: Harvey’s goal is to pursue a combined MD-PhD in the Biomedical Sciences, so that he may both diagnose his patients’ symptoms and also address their underlying causes. Harvey believes the integration of knowledge obtained during his pursuit of both degrees will enhance his skills as a physician and allow him to best promote health and wellness among his patients.

Juan Clark
Major: Biology
Expected Graduation Date: May 2019
Future Aspirations: After Juan obtains his undergraduate degree in biology, he plans to attend medical school and specialize in neuropsychiatry. As a neuropsychiatrist, Juan desires to serve in underserved communities where he will work to decrease cultural disparities in the field of healthcare. He aspires to create an initiative that will eradicate common misconceptions around African Americans’ view of mental health challenges. An important principle Juan learned during the Institute was how to develop an executive presence for his future leadership roles.
NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY – Greensboro, NC

Founded in 1890, North Carolina Agricultural and Technical State University is a public, high research land-grant university committed to exemplary teaching and learning, scholarly and creative research, and effective engagement and public service. The University offers degrees at the baccalaureate, master’s and doctoral levels and has a commitment to excellence in a comprehensive range of academic disciplines. This Historically Black College's unique legacy and educational philosophy provides students with a broad range of experiences that foster transformation and leadership for a dynamic and global society.

Jonathan Alston
Major: Computer Engineering
Expected Graduation Date: May 2018
Future Aspirations: Jonathan aspires to lead a talented and diverse group of software developers to improve the technological capabilities of small businesses and healthcare systems in underserved areas. After achieving his personal business goals, Jonathan desires to invest in initiatives designed to integrate computer science and Science, Technology, Engineering, and Math (STEM) in the nation’s primary educational system. Throughout the Institute, Jonathan appreciated the opportunity to learn of the impact of social determinants on health outcomes and to identify solutions to achieve health equity in a community.

Maximilien DeLeon
Major: Bioengineering
Expected Graduation Date: May 2019
Future Aspirations: After completing his undergraduate studies, Max plans to conduct research in the field of regenerative medicines to help veterans and victims of traumatic accidents recuperate from their sustained injuries. He is interested in improving people’s lives through innovative engineering and medicine. Paying forward the support he has received and giving back to his community are Max’s priorities as he continues his healthcare journey. Throughout the Institute, Max appreciated learning of the many different roles required within a health system to promote health and wellness and of the many factors that contribute to the health of a community.

Mariah Franklin
Major: Chemistry (Minor in Biology)
Expected Graduation Date: May 2018
Future Aspirations: During her former shadowing experiences in clinical and retail pharmacies, Mariah realized her passion for helping others to live longer and healthier lives. Upon receiving her undergraduate degree, Mariah plans to enter a Doctorate of Pharmacy program and enter the field where she can educate her clients about the role of medicine in their lives as they pursue maximum health and wellness. Mariah looks forward to collaborating with others in the healthcare system to assure the utmost quality of care for patients in every circumstance.
UNIVERSITY OF MISSOURI - KANSAS CITY – Kansas City, MO
Since the school’s chartering in 1929, UMKC has become one of the Midwest’s leading urban research universities. It is committed to research that changes the world - from discoveries at the School of Biological Sciences to the educational innovations developed at the Institute for Urban Education to the advances at Hospital Hill. In addition, UMKC’s sustainability leadership has resulted in local and national recognition.

Alauna Christian
Major: Nursing
**Expected Graduation Date:** May 2019
**Future Aspirations:** At the completion of her undergraduate studies in the field of nursing, Alauna plans to continue her education and train to become a Certified Registered Nurse Anesthetist. She also plans to earn a doctoral degree in nursing and health administration with the goal of building an independent practice where she can deliver exceptional healthcare to children from underserved populations. Through the Institute, Alauna learned of the important leadership principle of self-determination as she prepares for a career in the field of healthcare.

Kameron Fisher
Major: Biology (Minor in Chemistry)
**Expected Graduation Date:** May 2019
**Future Aspirations:** Upon completing her undergraduate studies, Kameron plans to attend medical school and train to become a pediatric oncologist with the goal of serving in a hospital or cancer treatment center. While Kameron’s career goal is to practice medicine, her passion is to deliver patient care that allows her patients to experience the same level of comfort and peace that her loved one did during his trial with cancer. During the Institute Kameron realized that the field of healthcare is comprised not just of physicians and nurses but of a multitude of professionals that play varying important roles in the delivery of healthcare.

Tori Hairston
Major: Pre-Nursing (Minor in Psychology and Spanish)
**Expected Graduation Date:** May 2019
**Future Aspirations:** Tori aspires to be a psychiatric nurse practitioner. The field combines her three major interests of mental health, general healthcare, and social justice. Tori desires to advocate for her patients and help them navigate through the healthcare system as they seek health and wellness.

Kimberly Manson
Major: Pre-nursing
**Expected Graduation Date:** May 2020
**Future Aspirations:** Kimberly’s passion to help others is what led her to pursue the field of nursing. She looks forward to serving as a member of an interdisciplinary team. Kimberly appreciated the opportunity the Institute afforded her to learn about the multitude of roles within the field of healthcare.
The scholars began most days at the Ewing Marion Kauffman Foundation Conference Center, the Stowers Institute for Medical Research, or the Henry W. Bloch School of Management at the University of Missouri-Kansas City where they learned leadership lessons from executive leaders in the field of healthcare, law, government, education, business, and banking and finance.

The scholars participated in educational site visits to the following Kansas City venues:
- Cerner Corporation
- City of Kansas City, MO Health Department
- Federal Reserve Bank of Kansas City
- Operation Breakthrough
- Swope Health Services
- Truman Medical Centers (TMC)
- Truman Medical Centers-Behavioral Health
- Walgreens Pharmacy at TMC-Hospital Hill

In addition, the BHLI scholars enjoyed themselves at the following recreational outings:
- Etiquette Dinner at Seasons 52
- Kansas City Symphony at the Kauffman Center for Performing Arts
- Kemper Museum of Contemporary Art
- Negro Leagues Baseball Museum
- Royals Baseball at Kauffman Stadium
- The Nelson-Atkins Museum of Art
- Union Station Kansas City

**Typical Day at the Institute**

7:30 a.m.  Depart UMKC for Kauffman Conference Center
7:45 – 8:15 a.m.  Breakfast
8:30 – 9:15 a.m.  Presentation
- **Healthcare Policy 101**
- Gerard Grimaldi
  Vice President, Health Policy and Government Relations
  Truman Medical Centers
9:30 – 10:15 a.m.  Presentation
- **Personal Journey**
- Richard Pollack
  President and Chief Executive Officer
  American Hospital Association
10:15 – 10:45 a.m.  Midmorning Break and Photo Session
10:45 – 11:45 a.m.  Presentation continued
- **Healthcare Leadership**
- Richard Pollack
  President and Chief Executive Officer
  American Hospital Association
12:00 – 12:45 p.m.  Lunch
1:00 – 2:00 p.m.  Presentation
- **Lessons Learned Along the Way**
- Kathleen Sebelius
  President and Chief Executive Officer
  Sebelius Resources, LLC
  U.S. Secretary of Health and Human Services, 2009-14
  Governor of State of Kansas, 2003 - 09
2:00 – 2:30 p.m.  Afternoon Break and Photo Session
2:30 p.m. – 3:30 p.m.  Presentation continued
- **The Future of Healthcare in America**
- Kathleen Sebelius
  President and Chief Executive Officer
  Sebelius Resources, LLC
  U.S. Secretary of Health and Human Services, 2009-14
  Governor of State of Kansas, 2003 - 09
4:00 p.m.  Tour of Negro Leagues Baseball Museum
5:30 p.m.  Etiquette Dinner at Seasons 52 on Country Club Plaza
8:00 pm  Kansas City Symphony at Kauffman Performing Arts
- **SPRING FLING: RAVEL and DVORÁK**
2016 BHLI Faculty/Presenters/Facilitators

- Rex D. Archer, MD, MPH, Director of Health, City of Kansas City, MO Health Department
- Dave Barber, President and Chief Executive Officer, Swope Health Services
- Brandon Bell, Client Results, Cerner Corporation
- Jeanne Blom, MS, RPh, AAHIVP, Registered Manager, Walgreens
- Ruth Brinkley, FACHE, Senior Vice President, Operations, Catholic Health Initiatives, President and Chief Executive Officer, KentuckyOne Health
- Lindsey Butler, PharmD, AAHIVP, Walgreens Specialty Pharmacy
- Lenny Cacchio, Vice President, Regional Wealth Planner, The Private Client Reserve of US Bank
- Ann Cary, PhD, MPH, RN, FNAP, Dean, University of Missouri-Kansas City, School of Nursing and Health Sciences
- Andrew Daniels, Staffing Specialist, Stowers Institute for Medical Research
- Timothy Dreiling, Vice President, Managing Director, Senior Portfolio Manager, The Private Client Reserve of US Bank
- Peggy Dunn, Mayor, City of Leawood, KS and Chairman, Board of Directors, Truman Medical Centers
- Mary Esselman, Ed.D, Executive Director and Chief Executive Officer, Operation Breakthrough
- Joan Evans, Executive Vice President, Innovation & Transformation, Cone Health
- Alisa Ford, Vice President, Human Resources, University of Kansas Hospital
- Esther L. George, President and Chief Executive, Federal Reserve Bank of Kansas City
- Wayne H. Giles, MD, MS, Director of the Division of Population Health, Chronic Disease Prevention and Health Promotion, Centers for Disease Control and Prevention
- Mercedes Givens, Vice President, Wealth Management Consultant, The Private Client Reserve of US Bank
- Julius W. Hobson, Jr., Senior Policy Advisor, Polsinelli Law Firm
- Nancy Huckaba, Associate Vice President, EFL Associates
- Gloria Jackson-Leathers, Director of Kansas City Civic Engagement, Ewing Marion Kauffman Foundation
- Quentin L. Jennings, Shareholder, Polsinelli Law Firm
- Ian Jones-Schenk, DHSc, RN, Chief Nursing Officer, National Director College of Health Professions, Western Governors University
- Michelle Keller, Vice-President, Patient Services, Swope Health Services
- Patricia Kelly, PhD, MPH, RN, Professor, University of Missouri, School of Nursing and Health Studies
- Wright L. Lassiter, III, President, Henry Ford Health System
- Richard Pollack, President and Chief Executive Officer, American Hospital Association
- Michael Roane, Senior Vice President and Chief Human Resources Officer, JE Dunn Construction Company
- Doris Rogers, Vice President, Human Resources, Saint Luke’s Hospital of Kansas City
- Cynthia Russell, PhD, RN, FAAN, Professor, University of Missouri-Kansas City, School of Nursing and Health Studies
- Lisa Schaberg, Strategic Value Executive, Cerner Corporation
- Kathleen Sebelius, Chief Executive Officer of Sebelius Resources, LLC, Secretary of United States Department of Health and Human Services (2009-14), Former Governor of the State of Kansas (2003-2009)
- Nicholas Tejeda, Chief Executive Officer, The Hospitals of Providence Transmountain Campus
- Kenneth Thomas, MD, Chief Medical Officer, Swope Health Services
- Qiana Thomason, VP Clinical Operations, Blue Cross Blue Shield of Kansas City
- Frank Thompson, HIV Service Manager, City of Kansas City, MO Health Department
- Russell W. Welsh, Chairman and Chief Executive Officer, Polsinelli Law, Kansas City
- Roger C. Williams, Jr., Ed.D, Educator and Community Leader
- Gabriel Zorogastua, Shareholder, Polsinelli Law Firm

Background photo: Dr. Wayne Giles, Center for Disease Control and Prevention, addressing Morehouse students.
Phase I Program Conclusion

During the Bluford Healthcare Leadership Institute (BHLI), the scholars researched the healthcare challenges posed in the questions below and collaborated with their team members to develop a 15 minute multi-media presentation that discussed solutions to the challenges.

At the closing ceremony of the 2016 Institute, the scholars delivered their presentations to the BHLI president, board members, and invited community leaders.

The members of each group and their corresponding question are listed below.

Electronic Medical Records
Group 1: What current challenges do health systems face in operationalizing data and what additional workforce skills are required?
• Brittany Beans: Fisk University
• Maximilien DeLeon: North Carolina Agricultural & Technical State University
• Tori Hairston: University of Missouri-Kansas City

Health Care Policy
Group 2: Identify two future health policy challenges healthcare systems will face and identify solutions to address those challenges.
• Harvey Allen: Morehouse College
• Charles Davis: Florida Agricultural & Mechanical University
• Mariah Franklin: North Carolina Agricultural & Technical State University
• Kimberly Manson: University of Missouri-Kansas City

Population Health
Group 3: Define the current challenges of population health management and identify solutions.
• Alauna Christian: University of Missouri-Kansas City
• Juan Clark: Morehouse College
• Demetri Fisher: Fisk University

Healthcare Consumerism
Group 4: How can healthcare systems attract new members and expand market share during a time when patient engagement is low and good self-management by patients is lacking?
• Jonathan Alston: North Carolina Agricultural & Technical State University
• Cameron Fisher: University of Missouri-Kansas City
• Cierra Thomas: Florida Agricultural & Mechanical University

Additionally, each scholar submitted a one page reflective paper about his/her experience and the impact of the BHLI on his/her life (lessons learned, knowledge gained, etc.).

Based on their performance in Phase I of the program, the 2016 BHLI scholars may be selected to participate in Phase II of the Institute in Summer 2017. Phase II will include a paid internship in a notable healthcare environment or association within the continental United States.

“I truly appreciate the opportunity the Institute provided to develop my professional skills and to expose me to varying roles in the field of healthcare in which I can engage to better my community.”

Mariah Franklin, North Carolina Agricultural & Technical State University
Phase II:

Based upon their successful completion of Phase I of the BHLI, 2014 and 2015 scholars were placed in full-time summer internships in Summer 2016 in the following notable healthcare organizations:

- Blue Cross Blue Shield of Kansas City, Kansas City, MO
- Cone Health, Greensboro, NC
- Delta Dental of Minnesota, Minneapolis, MN
- Duke University Hospital, Durham, NC
- Hennepin County Medical Center, Minneapolis, MN
- Henry Ford Health System, Detroit, MI
- INTEGRIS Health, Oklahoma City, OK
- JE Dunn Construction, Kansas City, MO
- KentuckyOne Health, Louisville, KY
- Saint Luke’s Hospital of Kansas City, Kansas City, MO
- Truman Medical Centers-Behavioral Health, Kansas City, MO
- University of Kansas Hospital, Kansas City, KS
**Khrystopher Hatch**

**University:** Fisk University  
**Internship Organization:** Duke University, Durham, NC  
**Projects/Experiences:** During his internship at Duke University Hospital, Khrystopher was engaged with the hospital’s dynamic and diverse leadership team and its spirit of discovery, development, and innovation. Khrystopher served in Emergency Services & Patient Flow working directly to support the department’s vice president and leadership team. He assisted in implementing several key initiatives including creating communications for front-line staff. One of his major projects was to develop the first annual end-of-year report for Emergency Services and Patient Flow. The goal of the project was to inspire staff by highlighting major accomplishments of each department within the large service unit and outlining goals for the upcoming fiscal year. Khrystopher is confident his internship experience has prepared him for future leadership roles where he will focus on relevant and meaningful change.

**Imanni Salters**

**University:** North Carolina Agricultural & Technical State University  
**Internship Organization:** KentuckyOne Health, Louisville, KY  
**Projects/Experiences:** During her internship at KentuckyOne Health, Imanni worked under the direct guidance of the Vice President of Population Health and Chief Medical Officer. Imanni’s diverse experiences provided her opportunities to work with members of the Cardiology, Gastroenterology, Trauma, Pathology, Human Resources, and Managed Care Departments. Through attendance at the healthcare system’s Physicians Leadership Training, Physician Compensation Plan meetings, and a Health Information Management (HIM) Conference, Imanni gained extensive exposure to policies such as The Health Information Technology for Economic and Clinical Health Act (HITECH), meaningful use, and the hospital’s revenue cycle. She was also allotted the unique opportunity to work alongside KentuckyOne’s leadership as they prepared to educate their teams about the newly passed legislation, Medicare Access and CHIP Reauthorization Act (MACRA). One of Imanni’s key projects was to research and develop an informative article on the progression of the Zika virus. She presented her findings to members of the system’s leadership team during executive board meetings.
Judith Lovince  
**University:** Florida Agricultural & Mechanical University  
**Internship Organization:** Saint Luke's Hospital of Kansas City  
**Projects/Experiences:** As a pharmacy intern at Saint Luke's Hospital of Kansas City, Judith was afforded the opportunity to attend leadership meetings with the hospital's Chief Executive Officer and Chief Financial Officer to view leadership in practice and learn from discussions regarding hospital finances and the role of Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores in identifying opportunities for improved patient experience and delivery of care. She also attended Pharmaceutical and Therapeutics committee meetings as new drugs were reviewed for addition to the hospital's formulary. For an overview of the hospital's operations, Judith shadowed varying clinicians including a respiratory therapist, an infectious disease pharmacist, an operating room charge nurse, and an emergency room doctor among others. Judith's internship project involved analyzing and categorizing the hospital's verbal orders as to time and place each order was given with the hospital's goal of limiting the use of verbal orders to emergency situations to ensure patient safety.

Aishat Gambari  
**University:** Fisk University  
**Internship Organization:** Integris Health, Oklahoma City, OK  
**Projects/Experiences:** Aishat's internship at INTEGRIS Southwest Medical Center (ISMC) under the direct supervision of the hospital's president and director of operations provided her the opportunity to learn the effective administration of a hospital and a healthcare network system. While rotating through different departments at ISMC, she attended executive meetings with members of INTEGRIS's leadership team, shadowed the directors of various units, and gained a general understanding of the role of each department in delivering optimal patient care. Aishat was also afforded the opportunity to shadow the presidents of five other facilities within the INTEGRIS Health System, gaining valuable experience in leadership development. Her internship experiences provided Aishat a broad exposure to the challenges and rewards in running and maintaining a not-for-profit healthcare system which will serve her well in her future healthcare endeavors.

Wendell Hutchings  
**University:** Florida Agricultural and Mechanical University  
**Internship Organization:** University of Kansas Hospital, Kansas City, KS  
**Projects/Experiences:** During his pharmacy internship at the University of Kansas Hospital Wendell worked directly under the guidance of the Director of In-Patient Pharmacy. Serving as a pharmacy floor technician in the initial stages of his internship provided Wendell an opportunity to learn from and interact with the inter-disciplinary teams required to provide patient care in a hospital setting. He learned leadership skills and the importance of effective communication while working alongside his mentor and in attendance at leadership meetings. While strengthening his critical thinking and organizational skills for future leadership roles, Wendell's internship exposed him to the multiple areas within a health system pharmacy as he prepares for his future role in the field of healthcare. Wendell's internship project included creating a drug monograph for the drug Inflectra as the hospital's Pharmaceutical and Therapeutics Committee considered its addition to the hospital formulary.
Carla Jones  
**University:** North Carolina Agricultural & Technical State University  
**Internship Organization:** Hennepin County Medical Center, Minneapolis, MN  
**Projects/Experiences:** In her role as an intern in the marketing and public relations departments of Hennepin County Medical Center, Carla had the opportunity to contribute to several projects including creating a marketing database for promotions, assisting in community events, and creating a marketing campaign to highlight doctors across various service lines. Carla is confident that the skills sets she developed during her internship will aid her in the future as she builds and markets her own dentistry practice. Additionally, Carla was provided opportunities to shadow dentists, attend the taping of a Healthy Matters radio show, and participate in Emergency Medical Services calls. Carla is grateful for the exposure to C-Suite executives that the Institute and internship have provided in helping her to develop her own executive presence.

Imani Taylor  
**University:** University of Missouri – Kansas City  
**Internship Organization:** Truman Medical Centers-Behavioral Health, Kansas City, MO  
**Projects/Experiences:** During her internship, Imani rotated through each department of Truman Medical Centers-Behavioral Health gaining exposure to the multiple services provided by team members. Imani’s working alongside providers in the community as well as those serving in administrative roles provided her the opportunity to understand the relationship and interconnectedness between the two roles. While observing and working with leadership, Imani identified effective leadership skills, styles, and practices in which she will engage in future leadership roles. One of Imani’s internship projects included reaching out to Posttraumatic Stress Disorder (PTSD) clients in the community to engage them in a scheduled plan of treatment and attendance at group meetings. During a second project, Imani collaborated with the Crisis Team to conduct post-service surveys with clients, obtaining their responses to questions about services received and areas for improvement. Imani reported the data collected which will be evaluated for methods to improve client satisfaction. Imani also worked with the Workforce Development Department to enhance existing new employee orientation training.

Kayla Mayes  
**University:** North Carolina Agricultural and Technical State University  
**Internship Organization:** Cone Health System, Greensboro, NC  
**Projects/Experiences:** Kayla’s internship at Cone Health under the direct supervision of the Executive Director of Ambulatory Care Services confirmed her aspirations of becoming a physician, leading patient care teams to improve the health outcomes of her community. She rotated among various departments in the healthcare system with an emphasis on the MedCenters. Kayla’s exposure to the various providers and administrators provided her an overview of the varying roles required for the effective management of a healthcare system. Her internship project focused on analyzing the effects of consumerism in healthcare with an emphasis on outpatient facilities. Kayla’s introduction to the healthcare industry’s shift to preventative care and reimbursement for maintaining patient health and wellness during Phase I of the Institute in 2015 was an excellent foundation built upon by her internship activities and projects.
Matias Hindsman
University: University of Missouri-Kansas City
Internship Organization: Blue Cross Blue Shield of Kansas City
Projects/Experiences: Matias served in the clinical analytics department of Blue Cross Blue Shield of Kansas City, collaborating with team members on the integration of a new population health management platform with the goal of closing gaps in the provision of care. Matias also assisted the pharmacy department with revisions to its preferred drug list and aided in the implementation of a new policy that simplifies the coverage of tier III drugs. He contributed to the development of each project through independent research of relevant topics. During the internship, Matias shadowed varying members of leadership, learning principles that will aid him in his future role as a healthcare administrator.

Nahshon Deering
University: Florida Agricultural & Mechanical University
Internship Organization: JE Dunn Construction, Kansas City, MO
Projects/Experiences: Nahshon interned at JE Dunn Construction as the organization’s first intern in its Facilities Division, reporting directly to the Director of Facilities. He gained valuable exposure in the construction industry where JE Dunn is a leader in the field of healthcare construction. Nahshon assisted with auditing and managing the facility’s Building Automation System (BAS) and various other entities within the corporate building. He was responsible for updating the building’s floor plans to reflect moves or changes within the corporate headquarters. Nahshon successfully completed additional projects assigned by leadership, adding value to his internship organization.

Thomas Clifton
University: North Carolina Agricultural & Technical State University
Internship Organization: Delta Dental of Minnesota, Minneapolis, MN
Projects/Experiences: During his internship at Delta Dental, Thomas identified areas of high need of access to dental care in Minnesota. His research will assist the Delta Dental of Minnesota Foundation in identifying areas for consideration of grant assistance for expanded coverage of dental services. As Thomas prepares for dental school following his undergraduate studies, the internship provided valuable experiences as he was afforded the opportunity to shadow multiple dentists and volunteer at the 2016 Mission of Mercy Clinic.

Evan Bailey
University: Florida Agricultural & Mechanical University
Internship Organization: Henry Ford Health System (HFHS), Detroit, MI
Projects/Experiences: While working at the Henry Ford Health System, Evan was engaged with Health Alliance Plan (HAP), the system’s managed care organization, the Henry Ford Medical Group, and the Office of Community Health, Equity & Wellness. Evan coordinated a rollout of Henry Ford’s award-winning African American Initiative for Male Health Improvement (AIMHI), which was nationally recognized by the American Hospital Association for its community screenings to reduce health disparities among African-American men for chronic diseases including high blood pressure, diabetes, and more.
Where are they now?  
2013, 2014 and 2015 Cohorts

As scholars from the earliest cohorts of the Bluford Healthcare Leadership Institute complete their undergraduate degrees, they are poised to make a positive impact in the field of healthcare as they embark on their career journeys or pursue advanced degrees.

<table>
<thead>
<tr>
<th>COHORT</th>
<th>YEAR</th>
<th>GRADUATE SCHOOL 2016</th>
<th>EMPLOYMENT 2016</th>
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<tbody>
<tr>
<td>Dickerson, Zachary</td>
<td>2013</td>
<td>University of Tennessee\Doctorate of Nuclear Engineering</td>
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<td>Hawks, Alexis</td>
<td>2013</td>
<td>University of Kansas School of Medicine\Combined Medical Degree and Masters of Public Health</td>
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<td>Jones, Candace</td>
<td>2013</td>
<td>Tennessee State University\Masters of Public Health Program</td>
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<td>Jones, Miriah</td>
<td>2013</td>
<td>University of Pennsylvania School of Law</td>
<td>Houston Methodist Hospital; Houston, TX</td>
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<td>KVC Health Systems; Kansas City, KS</td>
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<td>Gabrielle Quinn</td>
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<td>Marygrove; St. Louis, MO</td>
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<td>Richardson, Jazmin</td>
<td>2013</td>
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<td>Ross, Taylor</td>
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<td>American Red Cross</td>
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<td>Tippett, Fredrick</td>
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<td>Henry Ford Health System; Detroit, MI</td>
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<td>Anyache, Vivian</td>
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<td>University of Pittsburgh School of Medicine</td>
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<td>Butler, Diamond</td>
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<td>Everhart, LaShaundra</td>
<td>2014</td>
<td>Georgia State University;Masters of Public Health</td>
<td>Centers for Disease Control and Prevention; Atlanta, GA</td>
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<td>Granger, Paulnisha</td>
<td>2014</td>
<td>Virginia Tech University;George Washington Carver Assistantship</td>
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<td>University of Pittsburgh School of Medicine</td>
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<td>Triage Consulting; Atlanta, GA</td>
<td>Morgan Stanley; Chicago, IL</td>
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<td>Porter, Onajh’</td>
<td>2015</td>
<td>Morgan Stanley; Chicago, IL</td>
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“In addition to contributing his excellent business acumen to the business of keeping people healthy, Evan is putting his project management skills to work, and building on them learning about managed care, community health, and health system operations while applying much of the knowledge base he gained as a Bluford Healthcare Leadership Institute Scholar,” shared Lassiter.

Evan Bailey, 2014 BHLI Scholar and 2016 Master’s in Business Administration Graduate from Florida Agricultural and Mechanical University is pictured with Wright L. Lassiter, III, President of the Henry Ford Health System in Detroit, MI where Evan is currently serving on the African American Initiative for Male Health Improvement (AIMHI).
Julius W. Hobson, Jr., Senior Policy Advisor from Polsinelli Law Firm's Washington D.C. office addresses the scholars regarding the national healthcare landscape during the Institute's Health Law Day.

Dr. Brett Ferguson, Chairman and Program Director of Oral and Maxillofacial Surgery at Truman Medical Centers, addresses the scholars regarding his field of practice and leadership principles.

Michael Roane, Sr. Vice President and Chief Human Resources Officer at JE Dunn Construction conducts a mock interview with a BHLI Scholar during the Institute's Professional Development Day.

Ruth W. Brinkley, Sr. VP Catholic Health Initiatives and President and CEO of KentuckyOne Health sharing her personal story and leadership principles.

Michelle Keller, Vice-President, Patient Services at Swope Health Services shares the work of the health center during the scholars' site visit.

Michael Dunaway, Sr. Vice President Kansas City and St. Louis Metropolitan Hospital Council, greets the BHLI Scholars prior to their Final Presentations regarding current issues in the healthcare field.

Peggy Dunn, Mayor of Leawood, KS and Chairman, Board of Directors of Truman Medical Centers (TMC) welcomes the 2016 Cohort to TMC.
Susan Darby, RN, Regional Enterprise Partnership Director, Western Division Health System, Walgreen Co., visits with BHLI and North Carolina A&T Scholar Max DeLeon at the Federal Reserve Bank of Kansas City.

Ann Cary, PhD, MPH, RN, FNAP, Dean, School of Nursing and Health Studies at the University of Missouri-Kansas City (UMKC) visits with BHLI and UMKC Scholar Tori Hairston during the Institute’s Nursing Day at the Stowers Institute for Medical Research.

Above: Jan Jones-Schenk, National Director of College of Health Professions for Western Governors University, converses with BHLI Scholar following her remarks to the 2016 Cohort.

BHLI President and Founder John W. Bluford reflecting with Scholars Cierra Thomas from Florida A&M University (seated) and Alana Christian and Kameron Fisher from the University of Missouri-Kansas City. (left to right)
BHLI and North Carolina A & T Scholar Jonathan Alston visits with Rex Archer, MD, Director of Health at the City of Kansas City, MO Health Department.

Wright Lassiter, President of Henry Ford Health System, discusses current issues in healthcare with Mr. Bluford and Scholars at Stowers Institute.

Scholar Kimberly Manson greets BHLI Board Member Roger C. Williams, Jr. EdD following mock interviews conducted by Williams and area leading human resource executives.

Kathleen Sebelius, President of Sebelius Resources, LLC and former U.S. Secretary of Health and Human Services, discussed the outlook of healthcare with BHLI Scholars at the Kauffman Foundation Conference Center. Also pictured are Alisa Smith, COO of the BHLI and Mr. John W. Bluford, President.
Scholars enjoying a Kansas City Royals game at Kauffman Stadium.

Scholars participate in panel discussion at The Kauffman Foundation.

Richard Pollack, President and CEO of the American Hospital Association, enjoying a conversation with the Scholars at the Kauffman Conference Center.

Scholars at the Federal Reserve Bank of Kansas City after remarks regarding leadership principles from President and Chief Executive Esther George.
BHLI Board Members

John W. Bluford, III, MBA, FACHE, Bluford Healthcare Leadership Institute, Founder and President

John W. Bluford, IV, Cerner Corporation, Engagement Leader

Jennifer A. Bluford, Ten35, Supervising Producer

Ann Cary, PhD, MPH, RN, University of Missouri-Kansas City, Dean of School of Nursing and Health Studies

William Colby, JD, Truman Medical Centers, General Counsel

Marcella Riley, Student, University of Missouri-Kansas City, School of Medicine, “Ex officio status”

Roger C. Williams, Jr., Ed.D, Educator and Community Leader

Susan Wilson, PhD, MBA, University of Missouri-Kansas City, Vice-Chancellor of Diversity and Inclusion

Barbara Zubeck, CPA, Truman Medical Centers, Vice-President Audit and Compliance
BHLI would like to thank the following for their contributions to the 2016 Institute:

Allen, Suzanne
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America’s Essential Hospitals
American Hospital Association
Blue Cross Blue Shield of Kansas City
Bluford Family
Brinkley, Ruth
Cerner Corporation
City of Kansas City, MO Health Department
Cone Health System
Copaken Family
David Riffel Photography
Delta Dental of Minnesota Foundation
Duke University Hospital
JE Dunn Construction
Ewing Marion Kauffman Foundation
Federal Reserve Bank of Kansas City
Health Care Foundation of Greater Kansas City
Shirley and Barnett Helzberg Foundation
Hennepin County Medical Center
Henry Ford Health System
Hospital Corporation of America
Hospital Corporation of America Midwest
Hotel Sorella
INTEGRIS Health
Kansas City Transportation Group
KentuckyOne Health
Monitors Foundation
Operation Breakthrough
Polsinelli PC
Pryor, Fred H.
Sonie Ruffin Family
Saint Luke’s Hospital of Kansas City
Seasons 52
Ralph L. Smith Foundation Douthat
Stowers Institute for Medical Research
Truman Medical Centers
University of Kansas Hospital
University of Missouri-Kansas City
Western Governors University
Wilkins, Joseph

Speakers from Truman Medical Centers

Hayat Abdullahi – Director, Community Health Strategies and Innovation
Candice Brooks, MHA – Corporate Guest Services Director
Valerie E. Chow, MD – Chair of Anesthesiology, Lakewood
William H. Colby, JD – General Counsel
Niki Lee Donawa – Chief Community Relations Officer
Brett L. Ferguson, DDS, FACD, ABOMS – Chair Oral and Maxillofacial Surgery
Sharon Freese – Chief Operating Officer, Behavioral Health
Heather Gleason – Senior Director, Information Technology
Gerard Grimaldi – Vice President, Health Policy and Government Relations
Willy F. Pegues, IV – Diversity and Inclusion Officer
Janet Rhone – Mobile Market Manager
Mark Steele, MD – Chief Medical Officer and Chief Operating Officer
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