

CARDWELL

Newsletter of the Health Administration Alumni/ae Association

Comments

August 2003

Department of Health Administration Ranked 5th in the 2004 U.S. News & World Report's Health Disciplines: Health Services Administration (Master's)



It is with great pleasure that we announce that your university's Department of Health Administration is the 5th highest ranked health administration degree program in the country! VCU has moved from 8th place three years ago to a three-way tie for 5th place, sharing the status with the University of Washington and the University of Minnesota. This accomplishment is a result of much hard work and the successes of our alumni/ae, students, and faculty, and truly something of which to be proud!

Please log on to our website, www.had.vcu.edu, for a link to the U.S. News website posting. Click on the "Ranked 5th in the Nation" caption under the Best Graduate Schools 2004 icon to view the results!

HCA ENDOWS \$1 MILLION SCHOLARSHIP FUND

Through the generosity and foresight of many alumni/ae with HCA, the Virginia Commonwealth University's Department of Health Administration is the recipient of a \$1 million gift called the **HCA Scholarship for Emerging Healthcare Leaders**. This endowment will provide financial assistance to exceptional students enrolled in the Master of Health Administration program.

"This generous gift from HCA will ensure our ability to attract and educate the most qualified students seeking a master's degree and careers in health administration," said Stephen S. Mick, Ph.D., Arthur Graham Glasgow Professor and Chair of Health Administration. "On behalf of the university, the department and our faculty, I express our gratitude and our commitment to be good stewards of this wonderful endowment."

"The Department of Health Administration has a long tradition of educating the next generation of healthcare leaders," said Richard M. Bracken, President and Chief Operating Officer of HCA. "This gift will help assure that the most talented students will be attracted to VCU and have the opportunity to pursue careers in health administration. Partnering with VCU's excellent program is in the best interests of the department, HCA and the profession."

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VCU

Virginia Commonwealth University

Virginia Commonwealth University is an equal opportunity/affirmative action institution.

Alumni/ae News

President's Message

As I complete my tenure as the Department's Alumni/ae Executive Committee President, I am amazed at how quickly the year has gone by and how our alma mater continues to thrive in spite of numerous challenges. I am continually impressed with the quality of the Department's students that I have met or worked with, as well as the energy and quality of the Department's staff in spite of continued financial pressure "to do more with less." This year's Landmarks in Leadership Conference, like last year's, was a testament to the Department's outstanding alumni/ae who are leaders in the health care industry, such as Sister Patricia Eck and David Bernd, while others, such as Terrie Edwards and Bevan Baker, are providing exemplary service in State-level leadership roles. We should all be proud how our Department's students, faculty, staff, and alumni/ae continue to make significant contributions to their professions, organizations, and communities.

Financial and other support from alumni/ae has been strong in years past. Now it is even more critical. I, the other members of the Alumni Executive Committee, and the Department's staff know that there are many worthwhile causes that compete for your charitable dollar. We ask that you consider allocating part of that charitable dollar to the Department so we can continue to attract the most qualified students and faculty, support alumni/ae development, and continue the level of innovation necessary to remain on the "cutting edge" of health administration. In order for the Department to maintain its 5th place ranking, and even to improve it, a new commitment will be required from all stakeholders to fund and operate first-rate teaching programs. Please support the recommendations of our Resource Development Committee, as outlined by its Chair, Bill Downey, in this newsletter (page 4).

The Alumni/ae Executive Committee continues its efforts to represent you in conveying your suggestions and priorities. Please do not hesitate to contact me at kcameron@cvhpa.org or at 804-233-6206 if you have ideas regarding what the Committee or Department can do to support increased communication with alumni/ae. I look forward to working with Howard Kern, our incoming and very capable President, to further the mission of the Department throughout the coming year.



Karen Cameron,
CHE

Sister Patricia A. Eck, C.B.S. 2003 Outstanding Alumna

The Department of Health Administration presented its 2003 Outstanding Alumna Award to Sister Patricia (Pat) A. Eck, C.B.S. (MHA '81), Chairperson, Board of Directors, Bon Secours Health System, Inc. and Chair of the Catholic Health Association USA (2002-2003). Sr. Pat received her award at a special segment of the Paul A. Gross Landmarks in Leadership (LIL) Lecture Series held at the Jefferson Hotel in Richmond, Virginia on April 17, 2003. This LIL Lecture Series was attended by 140 alumni/ae, students, faculty, and other friends of the Department.

The Department's Outstanding Alumnus/Alumna Award recognizes an alumnus or alumna who shows uncommon excellence in his or her health care career and in his or her service to his or her community and to the Department. This award is presented each year in the spring. The recipient is selected by the Department's Alumni/ae Executive Committee (AEC) based on professional accomplishment, community involvement, and past, present and potential Department support. Sr. Pat was nominated by Daniel Gardner (MHA '01), Administrative Director of Operations, Bon Secours St. Mary's Hospital.

Despite her busy schedule, Sister Pat has always made time to support the Department and its students. She has served as a guest lecturer and has worked with MHA students serving residencies within Bon Secours Health System. Last year, she was instrumental in securing a generous donation for the renovation of the Bon Secours Student Lounge.

"Sister Pat is a wonderful choice. Our AEC has done a fantastic job," said Stephen S. Mick, Ph.D., Arthur Graham Glasgow Professor and Chair of Health Administration. "Her firm commitment to, and success at, improving health care services is more than adequate evidence that she is a most worthy recipient of this award. I know I speak for the Department when I say we are proud to call her one of our own."

Through its Landmark series, the Department brings top health care executives to campus to share their perspective and knowledge about key issues in the health care field with alumni/ae, faculty and students. This year, the Department proudly presented David L. Bernd (MHA '73) as the 2003 guest lecturer for this special LIL segment. Mr. Bernd, Chief Executive Officer of Norfolk based Sentara Healthcare, is the 2002-2003 Chair-Elect Designate of the American Hospital Association (AHA), the first Virginian in the 106-year history of the AHA to hold the post. For the 2003-2004 term, Mr. Bernd will serve the AHA as Chair. Mr. Bernd is the second guest lecturer in this special LIL segment, following last year's guest speaker, and the first Department Outstanding Alumnus Award recipient, Richard M. Bracken (MHA '77), President and Chief Operating Officer for Nashville-based HCA.

(Picture on page 3.)

Alumni/ae News (continued)



From right to left: Howard Kern (MHA'81) AEC President Elect, makes the 2003 outstanding Alumna Award Presentation to Sr. Patricia Eck (MHA'81) during the April 17, 2003 Landmark in Leadership event held at the Jefferson Hotel in Richmond, Virginia.

*Alumni/ae and Friends Contributing Gifts to the Department
December 10, 2002-2003-June 16., 2003*

The Department sincerely appreciates all contributions. Contributions are vital to supporting our students and improving our top 5 ranking.

Individuals

- Mr. Clark R. Beil*
- Dr. J. N. Bodurtha*
- Mr. Robert R. Brinker*
- Ms. Karen L. Cameron*
- Mr. Philip A. Clayton*
- Dr. Dolores G. Clement*
- Mr. E. L. Derring*
- Dr. S.C. Dickerson*
- Mr. Dominic M. Esposito*
- Mr. William H. Flannagan*
- Dr. Robert W. Irvin, Jr.*
- Dr. Harry I. Johnson, Jr.*
- Mr. Jay R. Johnson*
- Mr. Charles H. Keaton*
- Mr. & Mrs. J. Stephen Lindsey*
- Mr. C. Edward McCauley*
- Dr. James L. McDaniel*
- Dr. Stephen S. Mick*
- Mr. and Mrs. Thomas J. Rice, III*

Individuals (continued)

- Mr. and Mrs. Lucien W. Roberts, III*
- Dr. and Mrs. J. Thomas Ryan*
- Mr. John N. Simpson*
- Mr. Edward A. Smith, Jr.*
- Dr. T. J. Smith*
- Dr. W. Graham Stephens*

Organizations

- Center for Health Care Strategies, Inc.*
- HCA, Inc.*
- McCandlish Holton*
- MediCorp Health System*
- MMR Holdings Inc.*
- National Pharmaceutical Council*
- Norfolk Southern Foundation*
- Hematology and Oncology Associates of VA*
- Sun Trust*
- Wachovia*

Others

- MHA Class of 2003*
- MSHA Class of 2003*

Match Gifts

Don't forget that many companies match the gifts and donations that its employees make to charities and other not-for-profits, such as Virginia Commonwealth University, Department of Health Administration. Does your company match gifts and donations? If yes, then your contribution is twice as important to the Department. Whether you are making a contribution to a specific scholarship fund, or just a general gift and donation to the Department, notify your company of your contribution for the match, asking them to specifically mark in the memo section of the check the specific fund designate.

(Alumni/ae News continued on page 4)

Alumni/ae News

Report from the Resource Development Subcommittee Of the Alumni/ae Executive Committee

With the Department of Health Administration's recent national ranking as the 5th best program in the nation, the HCA gift of \$1 million for student scholarships, and the new Bon Secours Fellowship providing a generous tuition grant, stipend, and paid work experience for students, momentum exists for key fundraising objectives. The Resource Development Subcommittee (RDS) of your Alumni/ae Executive Committee has been hard at work with the Department Chair and other Department representatives to ensure alumni/ae input is considered in Department fundraising initiatives. The RDS has recommended, and the Department embraced, the following.

First, that the Department should revitalize the Cardwell Society. The Cardwell Society was established in 1983 by the then Health Administration Alumni Association to recognize those who annually made a contribution to the Department, and in memory of the founder and first director of the then School of Hospital Administration, Charles P. Cardwell, Jr. Kicking off the Cardwell Society revitalization this Fall with our annual gift drive, a letter campaign similar to last year, an individual alumnus/a, who makes a donation during that gift drive year period, will become a Cardwell Society member for that gift drive period. Money raised from Cardwell Society members will go into an unrestricted fund.

Second, over the next few years, the Department should implement a separate fundraising initiative to raise restricted funds for endowed professorships and additional student scholarships.

Third, the Department should explore ways to collaborate more with diverse donors, such as vendors of information systems and technology products, to help raise funds for a state-of-the-art Information Systems/ Information Technology (IS/IT) Laboratory, an endowed professorship in Health Information Systems, and student scholarships. With this initiative, alumni/ae will be invited to contact their IS/IT suppliers and vendors, with the Department's assistance, and to encourage them to collaborate with and, monetarily support, the Department. Such a partnership would not only benefit the Department, but will provide these IS/IT suppliers and vendors an opportunity to let the health care leaders and decision makers of tomorrow become familiar with their products today.

I thank my fellow alumni/ae who have given time and/or money to the Department in years past, and I challenge each of you to make a monetary gift to the Department.

Bill Downey, MHA '85

Alumni/ae Spotlights

David L. Bernd, (MHA '73), Chief Executive Officer of Sentara Healthcare, 2002-2003 Chair-Elect of the American Hospital Association

David is currently the Chief Executive Officer of Sentara Healthcare based in Norfolk, Virginia. With Sentara since 1972, he also served as Executive Vice President/Chief Operating Officer of Sentara and President of Sentara Hospitals-Norfolk. David is the 2002-2003 Chair-Elect Designate of the American Hospital Association (AHA), the first Virginian in the 106-year history of the AHA to hold the post. Before these appointments, he served the AHA in a variety of roles, including chairing a regional policy board and serving on the Board of Trustees. He has also served as Chair of the Virginia Hospital and Healthcare Association and a member of the board of Voluntary Hospitals of America, Inc.

Sentara Healthcare is a not-for-profit health services organization which self describes itself to be a unique integration of people, processes and technologies that has made it the number one provider of innovative health care services in the greater Hampton Roads region and a nationally recognized leader in the healthcare industry. Throughout his tenure with Sentara, David has kept patient-focused care the goal of Sentara's six hospitals, 300,000-member provider owned health insurance plans, seven nursing homes, three assisted living facilities, and a 175-member medical group.

David is also a longtime supporter of the Department. He has mentored students serving their residencies in Sentara facilities, and he was the Landmarks in Leadership keynote speaker on April 17, 2003.

(Alumni/ae Spotlights continued on page 5)



David Bernd
CEO
Sentara Healthcare

Alumni/ae News (continued)

Alumni/ae Spotlights (continued from page 4)

Barbara S. Brown, (PhD '87), Vice President, Virginia Hospital & Healthcare Association

Before joining the Virginia Hospital & Healthcare Association (VHHA), Barbara was a pediatric nurse practitioner, and later served as a divisional head of risk management for a multi-state malpractice insurer, an associate director of a health services research institute, and an editor of a national nursing journal. At VHHA, Barbara directs workforce, data sharing, community health, and HIPAA initiatives. Barbara is also a frequent contributor to VHHA's *Review* publication and has written and published over 60 reports and articles in several prestigious publications like *American Journal of Nursing* and the *American Journal of Medicine*, on topics ranging from nursing shortage to management of colorectal cancer in Medicare HMO enrollees.

The VHHA was created in 1926 as a trade association of Virginia hospitals. It was called the Virginia Hospital Association until 1995, when members voted to change the name to reflect its changing membership, which now includes not only rural and urban hospitals, but integrated health care delivery systems and their long-term care facilities and services, ambulatory care sites, home health services, insurance subsidiaries, and other health system-related entities. VHHA's activities generally focus on four areas: representation and advocacy, education, communication and health care data. For the past 76 years VHHA has played an integral role in helping the efforts of its members in improving the health status of their respective communities through comprehensive and accessible cost-effective health services by providing leadership, representation and advocacy services.



Dr. Barbara Brown
Vice President
Virginia Hospital & Healthcare
Association

Jeffrey Dorsey, (MHA '73), President & CEO of HCA-Continental Division

Jeffrey (Jeff) Dorsey serves as the President & CEO of HCA-Continental Division based in Denver, Colorado. A driving force behind HealthONE, a 50/50 joint venture owned by HCA, Inc. and Colorado-based, non-profit organization HealthONE Alliance, Jeff is an instrumental part of this innovative and unique health delivery system, inclusive of 9,000 employees, seven hospitals, and more than 50 outpatient care sites, along with 3,000 affiliated physicians.

A strong supporter of our Program, Jeff is a MHA Program Preceptor, having mentored ten administrative residents. He also is currently serving his first year, of a three year Member-at-Large term, on the Department's Alumni/ae Executive Committee (AEC). The AEC is charged with many important tasks, including but not limited to facilitating communication among and between the faculty and staff of the Department and the Department's alumni/ae; supporting the Department in its alumni/ae and charitable, literary, and educational initiatives; helping to increase the technical and professional knowledge of Department faculty and staff and alumni/ae; and performing other charitable, literary, and educational initiatives. Jeff is the AEC's Curriculum Committee Chair.



Jeff Dorsey
President/CEO
HealthONE

Alumni/ae Spotlights (continued)

Debra A. Draper, (PhD '00, MSHA '96), Senior Health Researcher, Mathematica Policy Research, Inc.

Debra (Debbie) joined MPR as a policy researcher in January 1999, and in July 2002, she was promoted to the position of Senior Health Researcher in the Washington, DC office. Debbie's current work focuses on market studies of health system change, Medicare+Choice, Medicaid managed care, and mental health care organization and financing issues. She currently works on projects funded by The Center for Studying Health System Change, The Robert Wood Johnson Foundation, The California Health Care Foundation, The Henry J. Kaiser Family Foundation, and The Substance Abuse and Mental Health Services Administration. Debbie has written, published and presented a number of reports and articles on a variety of topics including managed care, Medicaid managed care, Medicare+Choice, managed behavioral health care, and employer-sponsored health insurance.

MPR is known for its high-quality, objective research and has conducted some of the most important studies of health care, welfare, education, employment, nutrition, and early childhood policies and programs in the United States. For over three decades, the company has offered policymakers a unique combination of evaluation expertise, direct data collection services, and insight into the socioeconomic issues that drive public policy. Its clients include federal agencies, state and local governments, foundations, universities, professional associations, and businesses.

Debbie is currently serving her first year, of a three year Member-at-Large term, on the Department's Alumni/ae Executive Committee.



Dr. Debra Draper
Senior Health Researcher
Mathematica Policy
Research, Inc.

David K. Rickelton, (MHA '72), Vice President – Operations, North Carolina Baptist Hospital

After receiving a Master's degree in Hospital Administration from VCU in 1972, David served as Assistant Director of Moses H. Cone Memorial Hospital in Greensboro, NC from June 1972 through August 1976. He then accepted the position of Administrator/CEO of Woodland Community Hospital (formerly Doctors Hospital) in Cullman, AL from September 1976 through October 1980.

In October 1980, David returned to the Triad area of North Carolina and became the Vice President of Operations for North Carolina Baptist Hospital (NCBH) in Winston-Salem, NC. As VPO for the last twenty-two plus years, David has been at the center of a very dynamic environment for growth in both facilities and patient volume.

Today, NCBH is an 830-bed facility and, along with the Wake Forest University School of Medicine, comprises Wake Forest University Baptist Medical Center, one of the nation's 125 academic medical centers. David's operational responsibilities include: Radiology, Pharmacy, Medical Records, Cardiology Diagnostic Services, Respiratory Care, Risk/Insurance Management and Safety/Security. In addition to his duties on the main campus, David also has corporate responsibility for three hospital subsidiaries which include Stokes-Reynolds Memorial Hospital in Danbury, NC, Hoots Memorial Hospital in Yadkinville, NC, and Triad Radiographic Imaging, Inc. in Winston-Salem, NC.

Not only is David a dedicated executive, he is also a dedicated alumnus. Since 1994, he has served as preceptor to residents from our MHA program. We are proud to have him as an alumnus of VCU's MHA program and are grateful for his continued contributions and support of our department.



David Rickelton
Vice President, Operations
North Carolina Baptist Hospital

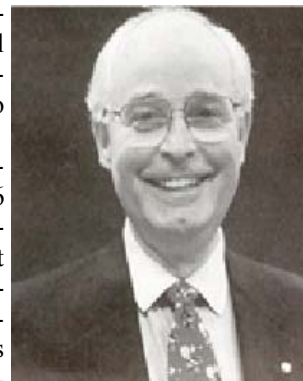
Alumni/ae Spotlights (continued)

Edward A. Smith, Jr., (MHA '64), Retired from the University of Virginia Health System

Just last year, Edward (Ed) Smith retired from the UVAHS after a distinguished administrative career which spanned 37 years at that facility. While his primary duties were in hospital operations, he acknowledges that he “has always had a passion for education and training administrative residents and other students. This is why I remained in an academic institution for so many years.” Ed served as preceptor or co-preceptor for 14 of our administrative residents.

Ed has taught medical students, nursing students, administrative residents, US congressional aides and a host of other students. During his career, Ed served as the preceptor for 56 administrative residents from programs across the country. In addition to his faculty appointment at the University of Virginia, Ed was the first full professor of the adjunct faculty at VCU/MCV and an adjunct faculty member of seven other masters programs in health care administration in the US. He was also the first recipient of the Thomas Barker Award, which recognizes outstanding preceptors, and received the George Washington University Health Services Management and Policy Award for Excellence in Graduate Education. Ed was recently recognized by his peers when he received the ACHE Regents Award for his contributions to the ACHE and his advancement of healthcare management excellence.

Ed served as the Department's Alumni/ae Association's President during 1977-78. Ed recently was elected again to the Department's Alumni/ae Executive Committee as a Member-at-Large. The Department is pleased Ed will continue to dedicate his talents for the betterment of our Department and its students.



Edward Smith, Jr.
Retired
University of Virginia
Health System

Alumni/ae Updates

2000s

Brent Armstrong (MSHA '02) is a new ACHE diplomate...**Michael Ashby**, (MSHA '03) is Vice President of Medical Affairs for Martha Jefferson Hospital, Charlottesville, Virginia...**Keith Buckley** (MHA '02) is Administrative Manager, Outpatient Surgery at Wake Forest University Baptist Medical Center, Winston-Salem, North Carolina...**Peggy Clifton** (MSHA '03) is Risk Analyst for VCU Medical Center, Richmond, Virginia...**Lindsay Coble** (MHA '03) is Assistant to the CEO of Bon Secours Richmond Health System, Richmond, Virginia...**Debra Draper** (Ph.D. '00; MSHA '96) has been promoted to Senior Health Policy Resercher with Mathematica Policy Research, Inc., Washington, DC...**Daniel Goodwin** (MHA '02) is Associate Clinic Administrator for Albert Lea Medical Center, part of the Mayo Health System...**Richard Hayes** (MHA '01) is with The Johns Hopkins Hospital in Baltimore, Maryland...**Chad Hatfield** (MHA '03) is Administrator for Waddell Nursing Home, Galax, Virginia...**Raleigh Heard, Jr.** (MHA '01) is Associate Director for The Advisory Board Company, Washington, DC...**Jeffrey Hetmanski** (MSHA '03) is Manager of Business Analysis for UVA Medical Center, Charlottesville, Virginia...**Bryan Johnson** (MHA '01) serves as Director of Musculoskeletal Services for Sentara Healthcare, Hampton, Virginia...**Cecelia Kirkman** (Ph.D. '01) is a Senior Research Analyst for SEIU, Washington, DC...**Kristy Locklear** (MHA '02) is Operations Analyst for North Carolina Baptist Hospitals, Inc., Winston-Salem, North Carolina...**Beth Hartman Lombardo** (MSHA '03) is Director, Emergency Department for Henrico Doctors Hospital-Parham, Richmond, Virginia...**Kimberly MacNemar** (MHA '03) is Senior Human Resources Representative for MediCorp Health System, Fredericksburg, Virginia...**Jimmy Matney** (MSHA '03) serves as Vice President of Finance and CFO for Twin County Regional Hospital, Galax, Virginia... **Amy Miller** (MSHA '03) is Assistant Administrator for Commonwealth Oral & Facial Surgery, Richmond, Virginia...**Carrie Owen Plietz** (MHA '02) is Vice President of Clinical Services for California Pacific Medical Center, a Sutter Health affiliate, San Francisco, California...**Susan Roman** (MHA '01) is Assistant Administrator for Appalachian Regional Healthcare's Hazard ARH Regional Medical Center, Lexington, Kentucky. Susan was profiled as an young healthcare executived in an ACHE national publication (November 2002) mailed to all early careerists of the ACHE...**Verlon Salley** (MHA '02) has been promoted to Operations Manager of the Advanced Imaging Center for Sentara Healthcare, Virginia Beach, Virginia...**Meghan Shapiro** (MHA '03) is with North Carolina Baptist Hospital in Winston-Salem, North Carolina...**Patricia (Trish) Sherrod** (MHA '02) is Physician Recruiter for River Park Hospital, McMinnville, (continued on page 8)

Alumni/ae News (continued)

Tennessee...**Thibaut van Marcke de Lummen** (MHA '03) serves as Surgical Services Inventory Manager for Rose Medical Center, Denver, Colorado...**Heather Vass** (MHA '02) serves as Patient Safety Coordinator for MediCorp Health System, Fredericksburg, Virginia...**Jon Vosburg, III**, (MSHA '03) is President/Owner of Vosburg Insurance Agency/Group Benefit Resources, Glen Allen, Virginia...**Eric Walker** (MSHA '03) is Tobacco Use Control Project Manager for the Virginia Department of Health, Richmond, Virginia...**Susan Wenzel** (MHA '03) is with the University of Virginia in Charlottesville, Virginia...**Sharan Zirges** (MSHA '03) serves as Director of Rehabilitative Services for Riverside Regional Medical Center, Virginia Beach, Virginia.

1990-1999

Brad Adams (MHA '97) serves as Director, Managed Care Marketing with Centocor, Inc. in Wayne, Pennsylvania...**Judy Anderson** (MSHA '98) serves as Laboratory Services Supervisor with Hennepin County Medical Center in Minneapolis, Minnesota...**Rob and Elizabeth (Shell) Bashore** (both MHA '97) announce the birth of their daughter, Lillian Brand Bashore on December 9, 2002...**Wendy Bass** (MHA '94) married Jeff Holub on April 5, 2003. They reside in Danville, California...**Amanda Edwards Birch** (HCM '92) serves as the Director of Operations for the Continuing Care Accreditation Commission in Washington, DC...**Diane Bernard** (MSHA '95) is a program Manager in the Radiology and Imaging Solutions Division of IDX Systems Corporation in Burlington, Vermont...**Myde Boles** (Ph.D. '94) is on the faculty at Portland State University in Portland, Oregon. She works in the Center for Public Health Studies...**Marie Rucker Bromm** (MSHA '97) serves as RN PACU/ASD for Henrico Doctors' Hospitals, Richmond, Virginia...**William Wesley Campbell, III** (MHA '98) is Administrator for SouthEast Lung and Critical Care Specialists in Savannah, Georgia...**Stephen Clark** (MSHA '96) is Manager of Information Services for Christiana Care in New Castle, Delaware...**Charlene L. Cole** (MSHA '97) is Director of Invasive Cardiology at Carilion Health System, Roanoke, Virginia...**Alison Croke** (MHA '99) is a Senior Project Manager with Neighborhood Health Plan of Rhode Island...**Clarence Dilworth** (MSHA '96) serves as Program Director for Dan-Poe-Dil, Inc., Petersburg, Virginia...**Leo Dunn** (MSHA '98) is Research Subject Advocate, GCRC for Virginia Commonwealth University. He received the Presidential Medal at VCU graduation May, 2003...**Yola Gawlik** (MHA '98) is Principal for Covance Health Economics and Outcomes Services, Inc. in Gaithersburg, Maryland...**Jasmine Geddis** (BS '92) serves as a Nursing Home Administrator Consultant. She lives in Fairfax, Virginia...**Patricia (Pat) Geurkink** (MSHA '92), Administrator, Eastern Christian Children's Retreat, Wyckoff, NJ...**Marcy Goldberg** (MSHA '98) is an Optometrist with Kaiser Permanente in Reston, Virginia...**Louise Hershkowitz** (MSHA '96) was elected Treasurer of the American Association of Nurse Anesthetists. She is currently the Clinical Coordinator for the Nurse Anesthesia Program at VCU Medical Center in Richmond, Virginia and with INOVA Fairfax Hospital in Falls Church, Virginia...**Ibrahim Ibrahim** (Ph.D. '97) is an Associate Professor with the University of Southern Mississippi in Hattiesburg, Mississippi...**Danny Lee Jones, Jr.** (MHA '94) is Chief Operating Officer for CJW Medical Center in Richmond, Virginia...**Jonathan Ketcham** (MHA '97) is Director of Finance for Mercy Hospital of Philadelphia...**Victoria Lamb** (MSHA '96) serves as Web Manager for American College of Radiology in Reston, Virginia...**Sara Larch** (MSHA '92) is the COO for University Physicians, Inc. in Baltimore, Maryland...**Guy Levy** (MSHA '92) was awarded a certificate in laser dentistry by the Academy of Laser Dentistry...**Shannon Moseley Lodge** (MHA '96) serves as Administrative Director for Bon Secours Richmond-CCHC in Chester, Virginia...**Carol Long** (MSHA '95) is Assistant Vice President for Valley Health System in Winchester, Virginia...**Allyson Armstrong Mason** (MHA '97) is Vice President of Human Resources for St. Joseph's Hospital in Parkersburg, West Virginia...**Paul Miller** (MHA '92) is Operations Manager for Sentara Healthcare in Virginia Beach, Virginia...**Ahmad Okasha** (Ph.D. '95) is LS/Healthcare Solution Manager for IBM in Dubai...**Kristine Paliokas** (MHA '92) is Director of Operational Planning for The Hospices of National Capital Region in Fairfax, Virginia...**Stephen Porter** (MSHA '97) is Director of Cardiovascular, GI, and Ambulatory Services for Sentara Healthcare in Hampton, Virginia...**Stacy Ross Purcell** (MHA '97) is an Attorney with Troutman Sanders LLP in Virginia Beach, Virginia...**Carlene Qualls** (MHA '94) is Vice President/CFO for The Strategy Group, Norfolk, Virginia...**Artur Sivaslian** (MHA '99) is Assistant Administrator for Johns Hopkins Medicine, Baltimore, Maryland...**Evan Mack Sisson** (MSHA '96) is Program Development Coordinator for McGuire VA Medical Center, Richmond, Virginia...**J. Carmen Stewart** (MHA '99) is a Consultant with PSI Arista in Fairfax, Virginia...**April Swineford** (MHA '96) serves as Quality Improvement Manager for Anthem Blue Cross and Blue Shield in Richmond, Virginia. She and her husband, Lincoln, are pleased to announce the birth of their second child, Margaret, born on November 18, 2002...**Dana Taylor** (MHA '95) is Risk Manager for Inova Health System, Falls Church, Virginia...**Shirley Thompson** (MSHA '98) is CNO, St. Joseph's Hospital, Parkersburg, West Virginia...**Susan Whiteside** (MHA '90) coordinates Planning & Business development for LifeBridge Health System in Baltimore, Maryland.

(continued on page 9)

Alumni/ae News (continued)

1980-1989

Shirley Robert Allen (MHA '83) is President of Morehead Memorial Hospital in Eden, North Carolina...**Jonathan Applebaum** (MHA '88) is Chief Executive Officer for City Hospital, Inc. in Martinsburg, West Virginia...**William Bruce** (MHA '83) Chief Executive Officer for Northern Hospital of Surry County in Mount Airy, North Carolina...**Richard David** (MHA '83) is Director of Academic Fiscal Affairs with SUNY-Downstate Medical Center in Brooklyn, New York...**Mark Alan Hudson** (MHA '83) serves as Executive Vice President for Cleveland Regional Medical Center in Shelby, North Carolina and Regent for ACHE for Western North Carolina...**William James** (MHA '83) is Chief Executive Officer for Northern Hospital of Surry County in Mount Airy, North Carolina...**Richard Katz** (MHA '83) is Director of Academic Fiscal Affairs for SUNY-Downstate Medical Center in Brooklyn, New York...**Peter Logue** (MHA '83) is Director of Practice Management with ProHealth Physicians in Farmington, Connecticut...**Susan MacLaughlin** (MHA '83) serves as Administrator for Commonwealth Dermatology PC in Richmond, Virginia...**David McClellan** (MHA '83) serves as Managing Director with Heritage Group, LLC in Nashville, Tennessee...**Gary Silverstein** (MHA '81) recently became Account Executive for the American Bar Association in Chicago, Illinois...**Leon Smart** (MHA '89) is a Project Manager for Modern Media in Norwalk, Connecticut...**Robert Stein, III** (MSHA '83) is President of LeNurse, Inc. in Saint Cloud, Florida...**David Sweeney** (MHA '83) is Executive Director for Our Health in Winchester, Virginia.

1970-1979

P. Jackson Austin, Jr. (MHA '71) serves as Director of Operations for Mayfair Management, Inc. in Carrollton, Virginia...**Robert Conroy, Jr.** (MHA '78) Chief Operating Officer for HNA-Regional Medical Center Bayonet Point in Hudson, Florida...**Frank DeMarco** (MHA '75) is serving as Executive in Residence, Adjunct Assistant Professor at the Medical University of South Carolina...**Sheldon Freilich** (MHA '77) is Director of Health Care Counseling with Gabriel, Roeder, Smith and Co. in Southfield, Michigan...**Marsha Hurwitz** (BS '77) is President & CEO of Columbus Jewish Federation in Columbus, Ohio...**Jess Judy** (MHA '77) is Senior Vice President with PivotHealth, Inc. in Nashville, Tennessee...**Peyton Kuhlthau** (MHA '74) serves as Senior Account Executive for the US Department of Health and Human Services in Rockville, Maryland...**Mark Parrington** (MHA '77) is Senior Vice President of Network Development for Centegra Health System in Woodstock, Illinois...**Stuart Smith** (MHA '74) is Executive Director with MUSC Medical Center...**Tim Stack** (MHA '77) is President, Piedmont Medical Center in Atlanta, Georgia...**Anthony Sumner** (MHA '78) is the Director of Drug Utilization Management at Cigna HealthCare, Simsbury, Connecticut.

1960-1969

Archer Riddick Rose (MHA'68) serves as Vice President, Healthcare for Batson-Cook Company, Conyers, Georgia.

Retirements

Houston Bell (Preceptor), EVP, Carilion Health System & President of the Western Division, Radford, VA...**Don Good** (MHA '64), Associate Chair, Department of Health Services Management and Leadership, George Washington University, Washington, D.C...**William (Bill) Gregory** (MHA '73), President & CEO, Diagnostic Center Hospital Corporation of Texas, Houston, TX...**Nora Paffrath** (MHA '84), EVP, Administrator, Portsmouth General Hospital, Portsmouth, VA...**Edward (Ed) Smith** (MHA '64), Administrator, UVA Health System, Charlottesville, VA...**Lew St. Clair** (MHA '61), CEO, Riverside Health Systems, Newport News, Virginia...**Susan Waldron** (MSHA '91), Health Information Management, Arlington Hospital in Arlington, Virginia.

Deaths

Doug Souther (BS '89), previously with Metropolitan Hospital in Richmond, VA...**Jack Van Brackle** (MHA '64), Richmond, VA.

Alumni/ae Updates

Please send you position updates and other news to Amy Edwards at VCU, P.O. Box 980203, Richmond, VA 23298-0203 or by e-mail, anedwards@vcu.edu. You may also always send information to the Department through our website, www.had.vcu.edu. Simply use the "Update Contact Information" link on the left hand bar of our home page, and fill in the comments section with your news!

Program News



Ph.D. News

Graduates

The following doctoral candidates successfully defended their dissertations and graduated May 2003: **Dianne Jewell**, *Practice Variation in Physical Therapy: Development of a Causal Model Using the Disorders Adhesive Capsulitis of the Shoulder and Sciatica*, and **YanQiang Ma**, *Determinants of Hospital Information System Integrity and Hospital Performance*. Graduate profiles can be found on page 19. **Dr. Ma** was the recipient of the Department's Dr. James W. Begun Award. The graduates of the doctoral program established the Begun Award in honor of its former Director and to recognize dissertation excellence.

Current Students

Nick Coppola having successfully defended his dissertation proposal and final dissertation defense plans to graduate in August. Dissertation title: *Correlates of Military Medical Treatment Facility (MTF) Performance: Measuring Technical Efficiency with the Structural Adaptation to Regain Fit (SARFIT) Model and Data Envelopment Analysis (DEA)*.

The following students successfully defended their dissertation proposals and are doctoral candidates: **Jenny Field Brown**, *An Examination of Emergency Department Psychiatric Consultation Arrangements: A Transaction Cost Analysis*, **Robert (Bob) Carden**, *Structural Equation Modeling of the Determinants of Blood Bank Performance*, and **Ning (Jackie) Zhang**, *Detecting Main Effect and Interaction Effects of Institutional Mechanisms on Nursing Homes' Quality Isomorphism*. **Jenny Field Brown** was awarded an AHRQ grant that will assist her in the collection of data and the completion of her dissertation.

The following students successfully completed the method comps (June 2003): **Askar Chukmaitov**, **Jami Delli-Fraire**, **Mark Diana**, **Tao Gu**, **Praveen Myneni**, and **Pamela Spain**.

Publications

Ozcan, Yasar (Ph.D. '88) and **M. Nicholas Coppola** (doctoral candidate) had a paper accepted for "Measuring Military Medical Treatment Facility Technical Efficiency with Data Envelopment Analysis (DEA)." *INFORMS Annual Meeting in Atlanta, GA, October, 19-22, 2003*. Dr. Ozcan presented the paper.

Coppola, M.N., Ozcan, Y.A., & Bogacki, R. (current Ph.D. student) "Evaluation of Performance of Dental Providers on Restorations using Amalgam or Composite Material: Does Experience Matter? A Data Envelopment Analysis (DEA) Approach." *Journal of Medical System*, Fall 2003.

Coppola, M., "Ensuring Physician Input Can Ease HIPAA Preparation and Implementation," *Healthcare Executive*, Jan/Feb 2003, pp 54-55.

Cotter, J. J. (Ph.D. '96), Smith, W.R., Boling, P., Parsons, P. "Transitions of Care: the Next Major Quality Improvement Challenge for Health Care Systems." *British Journal of Clinical Governance*, 7 (3), 198-205, 2002.

Alumni/ae

Jon Thompson (Ph.D. '95) was awarded an ACHE Regent's Award at ACHE's 2003 Annual Congress during the Department's Cardwell Reception held at the Chicago Hilton on March 18, 2003. Dr. Kenneth R. White, ACHE Fellow and Regent-at-Large (District 3), presented Jon with his award.

Darrell Burke (Ph.D. '02) received the "Best Paper Based on a Dissertation" award given by the Health Care Management (HCM) Division of the Academy of Management. The award was presented at the HCM Business Meeting in August 2002.

Janet Watts (Ph.D. '97) served as PI on a funded grant, "Alzheimer's Disease and Related Disorders." Through this study, Janet and her Co-PI, Jodi Teitelman, had an opportunity to present a short course, "Respite as a Mental Break for Caregivers of Persons with Alzheimer's Disease", at the American Occupational Therapy Association Annual Conference in Washington, DC, June 2002. Janet also has served on the American Journal of Occupational Therapy editorial board since 1997, either as a Board member or as an ad hoc reviewer. Her term expires December, 2003.

Note: Several current Ph.D. students and alumni/ae were involved in the recent AcademyHealth Annual Research Meeting held in Nashville. See related story on pages 16-17.

Program News (continued)

MHA Program News

Graduation Awards

Herman L. Mullins Award for Outstanding Management Study

Sepideh Gharanfoli

Management Study Title:

"Emergency Department Overcrowding and Waiting Times"

A.D. Williams Award for Scholarship

Sepideh Gharanfoli & Veronica Sikka

Cardwell Leadership Award

Thibaut van Marcke de Lummen

Jerry L. Norville Award for Outstanding Educator

Stephen S. Mick, Ph.D. Arthur Graham Glasgow Professor

Thomas C. Barker Outstanding Preceptor Award

Mr. Fred M. Rankin, III, President & CEO

Medicorp Health System, Fredericksburg, VA 22401

Dolores G. Clement Award for Outstanding Advising

Kenneth R. White, Ph.D., FACHE

Sherry Kohlenberg Award

Yujie Shan

Health Administration Service Award

Andrea Scott

VCU Phi Kappa Phi Graduate Scholarship Award

Veronica Sikka

Where are They Now?

The MHA class of 1983 graduated twenty years ago. Are you one of these graduates listed below or do you know more accurate contact information for these graduates? If yes, please contact Amy Edwards at anedwards@vcu.edu or 804.828.8662.

Last Known City/State Included

Barbara Bradshaw, Goldsboro, NCA

Thomas Bradshaw, Goldsboro, NC

William Burnette, South Hill, VA

Philip Comer, Medford, NJ

Robert Enders, Eden, NC

Claude Hall, Jr., Chicago, IL

John Harryman, Louisville, KY

Mark Hudson, Shelby, NC

William James, Mount Airy, NC

Richard Katz, Brooklyn, NY

Peter Logue, Farmington, CT

Susan MacLaughlin, Richmond, VA

David McClellan, Nashville, TN

Susan Pagano, Atlanta, GA

Robert Peterson, Cleveland, TN

Bill Regeness, Warrenton, VA

Craig Sarine, Chattanooga, TN

Missing Alumni/ae—

Class of 1983

Steven Dwine

Yita Gomez

James Keck

Boyd Robinson

Paul Rublee

Julie Russillo

William Turner

Barbara Montgomery

Weimerskirch

Richard Wollstein

Other Awards/Honors

Cynthia Fore, CHE (MHA '75) is the Vice President of National Capital Healthcare Executives.

Dan Gardner (MHA '01) was awarded an ACHE Regent's Award for Early Careerist at ACHE's 2003 Annual Congress during the Department's Cardwell Reception held at the Chicago Hilton on March 18, 2003. **Kenneth R. White**, ACHE Fellow and Regent-at-Large (District 3), presented Dan with his award.

Wayne Griffith (MHA '75) is ACHE Regent-West Virginia, **Terrie Edwards** (MHA '84) is ACHE Regent-Virginia, and **Mark Hudson** (MHA '83) is ACHE Regent North Carolina (western).

Julie Riddle (MHA '95), **Pat Randall** (MHA '95) & **Bill Lueck** (MHA '96) are serving on the Virginia Medical Group Management Association Board.

Robin Scott, current MHA student, was one of two VCU students that received the Presidential Award for Community Multicultural Enrichment (PACME). Dr. Ken White nominated Robin for the award which was presented to her by VCU's president, Dr. Eugene Trani during the PACME awards ceremony on April 29, 2003.

MHA '03 Establishes New Scholarship Fund

The 2003 MHA graduating class did something wonderful—they established the MHA Class of '03 Scholarship Fund. With 100 percent of the class contributing, giving between \$20 and \$62 each, the fund's total was \$627. The gift was presented to Dr. Mick at graduation.

The Department thanks its newest alumni/ae for its thoughtful and generous gift!

Cardwell Leadership Award

Are you a Cardwell Leadership Award recipient? If yes, please contact Amy Edwards, anedwards@vcu.edu or 804-828-8662.

Program News (continued)

Professional MSHA Program—Online News

GRADUATION AWARDS 2003

The following received the *A.D. Williams Awards for Scholarship*.

James L. Matney
Warren E. Austin
Chad E. Hatfield
Susan M. Wenzel

**MSHA 'O3 Makes White Marker Board
Gift to the Department**

The 2003 MSHA graduating class donated money to the Department for the purchase of a new classroom marker board. The gift was presented to Dr. Mick at graduation. The board has been installed in the classroom.

The Department thanks the newest MSHA alumni/ae for their thoughtful and useful gift.

**MCV Outstanding Alumna Award
Presented to
Mary D. Ellison, Ph.D., MSHA**

Mary Ellison (MSHA '01), Project Director for the United States Organ Procurement and Transplantation Network, is the 2003 MCV Alumni Association (MCVAA) Outstanding Alumna Award recipient. This award, presented to a graduate of the MCV Campus, honors an individual who is nationally recognized and acknowledged by leaders in their chosen profession as having made distinguished contributions to health care. Mary received her award during MCVAA's Reunion Weekend on April 26, 2003 from Becky Snead, President of the MCVAA, during the MCVAA's Annual Meeting and Luncheon held in the Jefferson Ballroom at the Omni Hotel.

Mary received her Ph.D. from the Anatomy and Neurobiology Department in 1985, and her MSHA from the Department of Health Administration in 2001. She has served as an assistant professor in the Anatomy Department, and had worked at the United Network for Organ Sharing (UNOS) since 1991. Throughout her tenure with UNOS, Mary has been instrumental in developing and negotiating policies for UNOS with the government, as well as the numerous health systems around the country. Wherever she goes, her qualifications as a scientist and as a health care professional bring national recognition and respect to the University.

Program News (continued)

Executive Fellowship in Patient Safety

The Department of Health Administration is pleased to announce its first Executive Fellowship in Patient Safety class graduation. Thirty-five fellows from across the United States completed a nine-month, distance-learning program which assisted fellows in designing and implementing a patient safety project in their healthcare facilities. The Fellows returned to the MCV Campus to present their projects during a 3 day on-campus session, May 14-17, held in conjunction with the annual patient safety conference sponsored by VIPC&S (Virginians' Improving Patient Care & Safety). Three of the fellowship's graduates were selected to present their projects at the VIPC&S conference. See insert sheet for graduates profiles.

The certificate presentation ceremony took place on May 17, 2003 at the Richmond Academy of Medicine. Carolyn M. Clancy, M.D., the Director of the Agency for Healthcare & Research Quality (AHRQ), was the keynote Speaker.

Dr. Clancy became the Director of AHRQ on February 5, 2003, and served as AHRQ's Acting Director since March 2002. Prior to this, Dr. Clancy was the Director of AHRQ's Center for Outcomes and Effectiveness Research (COER). Dr. Clancy is a general internist and health services researcher, and a graduate of Boston College and the University of Massachusetts Medical School. Following clinical training in internal medicine, Dr. Clancy was a Henry Kaiser Family Foundation Fellow at the University of Pennsylvania. She was also an assistant professor in the Department of Internal Medicine at the Medical College of Virginia in Richmond prior to joining AHRQ (then named the Agency for Health Care Policy and Research) in 1990. Her major research interests include women's health, primary care, access to care, and the impact of financial incentives on physicians' decisions. The Department is proud Dr. Clancy came to our campus to help us conclude our first fellowship session.

The 2003/2004 Executive Fellowship in Patient Safety started with an on campus session, June 11-14, 2003, at the William & Mary Law School, Williamsburg, Virginia.

If you or someone in your organization might be interested in applying for the 2004-2005 Executive Fellowship in Patient Safety, please visit our website: www.had.vcu.edu for more information, and/or contact kswisher@hsc.vcu.edu.

To the right, Patient Safety Fellowship certificate ceremony at the Richmond Academy of Medicine, May 17, 2003. From left to right: Dr. Carolyn Clancy, Keynote Speaker, Debbie Mobley, graduating fellow, Dr. Thomas Wan, Faculty, Dr. Karen Swisher, Director, Patient Safety Fellowship, and Thom Smith, graduating fellow. Below. First row from left: Dr. Carl Armstrong, Faculty and Dr. Clancy with some of the graduating fellows. Far right. From left to right. Dr. Thomas Wan and Dr. Karen Swisher presenting certificates.



A Fond Farewell to Dr. Thomas T.H. Wan

As some of you may know, the Department is losing a great faculty member, Dr. Thomas T.H. Wan, who will retire September 1, 2003. Dr. Wan has been an invaluable leader within the Department for twenty-two years, making it hard to summarize all the accomplishments and contributions he has made for the betterment of the Department, the students, the faculty, and the University. He will be missed dearly by all who were fortunate enough to work with him, to learn from him, and to know him.

After eleven years of researching and teaching at Cornell University and the University of Maryland, Dr. Wan came to VCU's Department of Health Administration in 1981. He served as the Founding Director (1981-1982) and then Director (1982-1992) of the Department's doctoral program in Health Services Organization and Research. During the early 1990s, he served as the Director of the Williamson Institute. In 1991, he was named Interim Chair of the Department following Jerry Norville's retirement, and in 1992, he was appointed the Arthur Graham Glasgow Professor and Chair of Health Administration. All these leadership responsibilities while also teaching full time!



While at the Department, Dr. Wan accomplished many goals: developing the Department as a center of excellence for health services research; enhancing teamwork in the Department through collaborative research; emphasizing technological innovation; generating external resources for the Department through the development of alliances with corporate leaders and alumni/ae; establishing an Executive in Residence Program; and creating international linkages so that outstanding visiting scholars and fellows come to our Department from Taiwan, Brazil, China, Korea, Turkey, Canada, and South Africa. He also helped develop a strong relationship with our alumni/ae, a partnership, encouraging their input and advice, to help the Department enhance the quality of our educational programs and to increase the visibility of our Department in the health care industry.

Though he and his wife, Sylvia, are moving to Florida for retirement, Dr. Wan leaves behind a legacy and series of accomplishments that has helped our Department excel. We at the Department give Dr. Wan sincere thanks and wish him a fond farewell.

In recognition of Dr. Wan's dedication to and mentoring of doctoral students, **Hubert-Chiu**, Ph.D. '95, and the School of Public Health, Kaohsiung Medical University, Kaohsiung, Taiwan, presented the Department with \$10,000 in March 2003 so that an endowed scholarship for international program development could be started in Dr. Wan's name—the Thomas T.H. Wan International Program and Development Endowed Fund. If you would like to contribute to this fund, please send your tax deductible contribution made payable to MCVF/HAD, c/o Amy Edwards, 1008 E. Clay Street, P.O. Box 980203, Richmond, VA 23298-0203.

Department News

HAD Goes to the American College of Healthcare Executives 2003 Congress on Healthcare Management

The Department of Health Administration displayed at Booth #30 at the ACHE 2003 Congress on Healthcare Management (March 17-20, 2003) held at the Hilton Chicago and Palmer House in Chicago, Illinois. On March 18, 2003, in the Lake Michigan Room of the Hilton Chicago, the Department held its Cardwell Reception which was attended by 100 students, alumni/ae, and friends of alumni/ae and the Department.

At the Cardwell Reception, Dr. Stephen Mick held a brief meeting of the Alumni/ae Association of the Department of Health Administration and announced the HCA's \$1 million gift, the establishment of a permanent endowment called the HCA Scholarship for Emerging Healthcare Leaders, which will provide financial assistance to exceptional students enrolled in the Department's Master of Health Administration program. **Richard M. Bracken** (MHA '77), President and Chief Operating Officer of HCA, **Marilyn Tavenner** (MHA '89), President, HCA Central Atlantic Division, and **Jeff Dorsey** (MHA '73), President, HCA Continental Division were among the many alumni/ae who helped make this gift happen and were present at the reception for a formal thank you. The reception and our display afforded the opportunity for alumni/ae to learn what's happening at the Department; for alumni/ae and students to intermingle; and for continued marketing of our graduate programs, particularly the distance learning programs. See related pictures on page 16.

Brown Bag Panel Discussion— Physician Oversight

The Department of Health Administration and VCU's Medical Groups IACMPE Student Network invited an influential panel to campus to discuss physician disciplinary actions, oversight and current legislative issues in Virginia. The event was held on April 10, 2003 at the MCV Alumni House/Paul A. Gross Conference Center.

Guest speakers, William F. Jessee, M.D., President and CEO of Medical Group Management Association, **Mike Jurgensen** (MHA '86), Director of Health Policy and Medical Economics, Medical Society of Virginia, Del. John M. O'Bannon, III, M.D., VCU Health System Board of Directors and Partner in Neurological Associates, **Pat Randall** (MHA '95), Administrator, Colonial Orthopaedics, and **Bill Lueck** (MHA '96), Executive Director of Operations, Virginia Cardiovascular Specialists reviewed the impact House Bill 1441 will have on physicians, health care administrators and licensure in the Commonwealth. House Bill 1441 lowers the disciplinary standard for persons licensed by the Board of Medicine and Board of Physical Therapy from gross negligence to simple negligence, and excludes hospitals and health care institutions from reporting certain health professional misconduct if it is reported to a peer review panel. Panel members also discussed the legislative process.



From left to right: William F. Jessee, M.D.; Mike Jurgensen; Del. John M. O'Bannon, M.D.; Pat Randall; and Bill Lueck.

*Photo by Michael Ford
University News Services*

Department News (continued)

At right, from left to right: Jeff Dorsey (MHA '73), Richard Bracken (MHA '77), Marilyn Tavenner (MHA '89), Ken White (MHA Program Director and Ph.D. '96). Picture taken on March 18, 2003 at the Department's Cardwell Reception held during the American College of Healthcare Executives' 2003 Congress on Health-care Management.



At left, from left to right: Faraaz Yousuf (MHA '02), Brent Clark (MHA '00), Chris Accashian (MHA '01), Jackie DeSouza (MHA '01), Stephanie Sanderson (MHA '02), Ken White (PhD '96), Katherine Fowler (MHA '01), and Colin McRae (MHA '01). Picture of early MHA careenists working for HCA.

AcademyHealth & The Association of University Programs in Health Administration Meetings, Nashville, TN

AcademyHealth

The Department of Health Administration displayed at Booth #213 during the 2003 AcademyHealth Annual Research Meeting (June 26-29, 2003) held at the Opryland Hotel in Nashville, TN. AcademyHealth, convenes producers and users of health services research to examine emerging research issues critical to the organization, financing and management of health services. Attendees gain valuable methodological skills, participate in health policy debates and learn about the latest research funding opportunities.

This year, **Dr. Jan Clement**, Professor & Director of the Professional MSHA Program—On-line, was the theme leader for the Management, Organization and Information sessions and Chair of the Markets & Performance Session. **Debra Draper**, MSHA '92 & Ph.D. '00, Senior Health Researcher, Mathematica Policy Research, Inc., presented "*Public Sector Managed Care: The Last Bastion of the HMO Product?*" **YanQiang (Allen) MA** (Ph.D. '03) presented "Hospital Information System Integrity and Efficiency". **Ning Jackie Zhang**, Ph.D. candidate, presented a poster entitled "Detecting the Effects of Institutional Mechanisms on the Quality of Nursing Homes". **Jenny Field Brown**, Ph.D. candidate, presented a poster entitled "Psychiatric Emergency Services: A Review of the Literature and a Proposed Research Agenda". **Ronald Fisher**, Ph.D. student, presented a poster entitled "Best Practices in Validating the Precision and Stability of Quality Performance Indicators: Comparing Multilevel Analysis Methodology to Traditional Statistical Procedures in Assessing HCUP Quality Indicators and Patient Safety Indicators". **Mei Zhao**, Ph.D student, presented an abstract entitled "Hospital Finance, and the Provision of Health Promotion and Disease Prevention (HPDP) Services".

(continued on page 17)

Department News (continued)

AcademyHealth (continued)

Other students and alumni/ae in attendance included: **Russell Porter** (Ph.D. '94), Associate Professor & Chair, Health & Public Admin., Midwestern State University, Wichita Falls, TX; **Jeff Harrison** (Ph.D. '02), Assistant Professor, College of Health, University of North Florida, Jacksonville, FL; **James Bramble** (Ph.D. '98), Assistant Professor, School of Pharmacy and Allied Health Professions, Creighton University, Omaha, NE; **Peter Olden** (Ph.D. '94), Associate Professor/Director, Graduate Health Administrative Programs, University of Scranton, Scranton, PA; **Meg Johantgen** (Ph.D. '94) Faculty, University of Maryland; **Yasar Ozcan** (Ph.D. '88) Faculty, VCU, Dept. of Health Administration; **Susan Roggenkamp** (MHA '86, Ph.D. '00) Program Director, HCA Health Care Management Program, Appalachian State University, Boone, NC; **Amy Edwards** (MHA/JD '97) Director of External Relations, VCU, Dept. of Health Administration; and **Mitch Harris** and **Donna Shelton** (Ph.D. students).

AUPHA

During this same time, Dr. Stephen S. Mick, Arthur Graham Glasgow Professor and Chair of the Department, attended the 2003 Association of University Programs in Health Administration (AUPHA) Annual Meeting which was held at the Loews Vanderbilt Hotel in Nashville, TN. VCU is a member organization of AUPHA, a not-for-profit association of university-based educational programs, faculty, practitioners, and provider organizations.

AUPHA's member organizations are dedicated to continuously improving the field of health management and practice. In existence 55 years, membership in AUPHA has grown to include more than 100 graduate and undergraduate university medicine, public health, allied health, and business administration programs in North America. Participants in AUPHA included: **Russell Porter** (Ph.D.'94); **Peter Olden** (Ph.D. '94); and **Scott Stegall** (Ph.D. '91), Faculty, University of Wisconsin-Milwaukee.

Dr. Shukla Named Director of The David G. Williamson, Jr., Institute for Health Studies

Dr. Ramesh Shukla was appointed by the faculty to serve as Director of the Williamson Institute effective April 2003. This is Dr. Shukla's second Directorship appointment. During his first Directorship, 1992-1997, Dr. Shukla built partnership relationships with state government and with private corporations, an important strategy still in place today.

The Williamson Institute honors David G. Williamson, Jr., Vice Chairman of the HCA and a graduate the MHA Class of 1957, who died in 1986. In 1985, David accepted the chairmanship of the Department's fundraising campaign, New Ventures in Health Administration Education. The purpose of the campaign was to raise over one million dollars to fund renovations of the Grant House and to support an institute to be established within the Department. The Department obtained funding for the Grant House and approval for the Institute, but the Institute is directly dependent on the efforts of faculty for funding.

The Williamson Institute is dedicated to providing a full range of instructions, scientific inquiry and innovative outreach programs that improve the management, financing and delivery of health services. The Williamson Institute is in the process of long range & strategic planning.

Faculty News

Alan Jensen, Ph.D.

Professor, Department of Health Administration, 1982-1987

The faculty and students who were in the Department in the 1980s mourn the premature death of Alan Jensen, Ph.D. Professor Jensen taught organizational behavior to all of the first year Masters students from August 1, 1982 through June 30, 1987. He received his Ph.D. from Case Western Reserve University in 1982. After more than a 6-year battle with cancer, he died in Atlanta, GA, January 21, 2003. His wife Cathy Spitz, Ph.D., who also taught several courses as an adjunct faculty member, and his son, Matthew live at 232 Columns Lane, Peachtree City, GA 30269. Professor Jensen was a kind, humorous pragmatist. He brought a heavy dose of common sense to the faculty, and keen understanding of human behavior, which he passed on to his students in his teaching and the way he enjoyed his life.

Department News (continued)

Rush University Distinguished Alumna Award Presented to Dolores G. Clement, Dr. P.H.

Dr. Dolores Clement received her Master of Science degree in Health Systems Management (“HSM”) from Rush University in 1981. Her *alma mater* honored her this year, presenting her with the 2003 Rush University Department of HSM Distinguished Alumni Award on April 11, 2003 at an Alumni/ae and Faculty event hosted by and at the home of Larry Goodman, M.D., President/CEO of Rush University, Rush-Presbyterian-St. Luke's Medical Center. The award was presented by Christine Fitz, a 1997 graduate of the HSM Program, and President of the HSM Alumni Association.

Dolores was chosen to be the award recipient from a competitive pool of candidates considered from the graduating classes of 1981-1983. Selection criteria included scholarship, community service, progressive career advancement in healthcare, HSM Alumni involvement, and references.

Dolores joined VCU's Department of Health Administration in July 1988 as an Associate Professor. In 1994, Dolores served the Department as a Professor and as the MHA Program and the MSHA Program Director. In August of 1997, she was promoted to Associate Dean of the School of Allied Health Professions.

**Best Wishes
Dr. James Zazzali**

The Department wishes a fond farewell to its Assistant Professor, Dr. James Zazzali.

Dr. Zazzali started with the Department in July 2000, teaching Organization Behavior and Design in Health Care Management (HADM 646), a survey course of the key concepts of organization behavior and design as they apply to health care management. He has accepted and started a position with the Rand Corporation in Santa Monica, California.

Books, Reports, Presentations and Other Publications

Bazzoli, G; LoSasso, A; Arnould, R; Shalowitz, M; “Hospital Reorganization and Restructuring Achieved Through Merger”, *Health Care Management Review* 27(1): 7-20 (2002)...Lee, S; Alexander, J; **Bazzoli, G;** “Whom Do They Serve? Community Responsiveness Among Hospitals Affiliated with Health Systems & Networks?”, *Medical Care* 41(1):165-179 (2003) **Clement, J.;** Gray, B; “Databases for Research on Nonprofit Health Care Organizations Opportunities and Limitations”, *American Behavioral Scientist* 45:10 (2002)...**Hurley, R;** Crawford, H; Praeger, S; “Medicaid and Rural Health Care”, *Journal of Rural Health* 18:5 (2003)...**Hurley, R;** Grossman, J; Lake, T; Casalino, L; “A Longitudinal Perspective on Health Plan – Provider Risk Contracting”, *2002 Project HOPE – The People-to-People Health Foundation, Inc.* (2002)...Mays, G; **Hurley, R;** Grossman, J; “An Empty Toolbox? Changes in Health Plans’ Approaches for Managing Costs and Care”, *HSR: Health Services Research* 38:1 (2003)...**Hurley, R;** Grossman, J; Strunk, B; “Medicare Contracting Risk/Medicare Risk Contracting: A Life-cycle View from Twelve Markets”, *HSR: Health Services Research* 38 (1): 395-417 (2003)... **Hurley, R;** Somers, S; “Medicaid & Managed Care: A Lasting Relationship?”, *Health Affairs* 22(1):79-88 (2003)... **Hurley, R; Draper, D;** “Health Plan Responses to Managed Care Regulation”, *Managed Care Quarterly* 10(4): 30-42 (2002)... **Luke, R;** Walston, S; “Strategy in an Institutional Environment: Lessons Learned from the 1990s “Revolution” in Health Care”, in *Advances in Health Care Organization Theory*, San Francisco: Jossey-Bass, Mick, S. & Wytenback, M., Eds. Pp. 289-318 (2003)...)...Goodman, D; **Mick, S;** Bott, D; Stukel, T; Chang, C; Marth, N; Poage, J; **Caretta, H;** “Primary Care Service Areas: A New Tool for Evaluation of Primary Care Services”, *HSR: Health Services Research* 38(1):287-309 (2003)...**Mick, S;** Wytenbach, M; *Advances in Health Care Organization Theory* San Francisco: Jossey-Bass (2003)... Ozgen, H; **Ozcan, Y;** “A National Study of Efficiency for Dialysis Centers: An Examination of Market Competition and Facility Characteristics for Production of Multiple Dialysis Outputs”, *HSR: Health Services Research* 37:3 (2002)... Shi, Shu-Feng, B. A. Munjas, **T.T.H. Wan,** W.R. Cowling, and M.J. Grap; “A Causal Model of the Effect of Preparatory Sensory Information on ICU Patients”, *Journal of Medical Systems* 27(2); 191-204 (2003)...**Swisher, K;** Swisher, P; “Legal Issues in the PACU” in *Perianesthesia Nursing: A Critical Care Approach*, Drain, C. (4th Ed.) W.B. Saunders, Co., pp. 64-76 (2003)... **Swisher, K;** “Ethics of Health Care in the PACU” in *Perianesthesia Nursing: A Critical Care Approach*, Drain, C. (4th Ed.) W.B. Saunders, Co., pp. 77-92 (2003)... Burke, DE; Wang, B; **Wan, T; Diana, M;** “Exploring Hospitals’ Adoption of Information Technology”, *Journal of Medical Systems* 26:4 (2002).. **Wan, T.T.H.** “Nursing Care Quality in Nursing Homes: Cross-sectional Versus Longitudinal Analysis.” *Journal of Medical Systems* 27(3): 283-295 (2003)... **Wan, T.T.H.** and Wang, B.B.L. “Integrated Healthcare Networks: A Growth Curve Modeling Approach.” *Health Care Management Science* 6(2): 117-124 (2003)... **Wan, T.T.H.** “The Effect

(continued)

Faculty News (continued)

Publications (continued)

of Care Management Effectiveness and Practice Autonomy on Physicians' Work Effort and Career Satisfaction." Presented at the International Society for Technology Assessment in Health Care, Canmore, Canada, June 22-25, 2003... **Wan, T.T.H.** "The Growth Curve Model of Nursing Home Quality." Poster Presentation at AcademyHealth, Nashville, Tennessee, June 27-29, 2003... **Wan, T.T.H.** and **Allen Y. Ma.** "Determinants of Hospital Information System Integrity and Hospital Performance." Poster Presentation at AcademyHealth, Nashville, Tennessee, June 27-29, 2003... **Wan, T.T.H.** and Lynn Unruh. "A Systems framework for Evaluating Nursing Care Quality in Nursing Homes." Presented at the INFORMS meeting, Istanbul, Turkey, July 7-10, 2003... **Wan, T.T.H.** and **Jackie Zhang.** "Institutional Mechanisms and Isomorphic Quality in Nursing Homes." Presented at the INFORMS meeting, Istanbul, Turkey, July 7-10, 2003... **Wan, T.T.H.** and Y.J. Lin. "Social Capital, Health Status and Health Services Use." In *The Reorganizing Health Care Delivery System: Problems of Managed Care and Other Models of Health Care Systems. Research in the Sociology of Health Care.* Jennie J. Kronenfeld (Ed.). New York: Elsevier Science, Inc., (2003)... Griffith, J; **White, K;** *The Well Managed Healthcare Organization* (5th Ed.). Chicago: Health Administration Press (2002)...Griffith, J; **White, K,** with P. Cahill; *Thinking Forward: Six Strategies for Highly Successful Organizations.* Chicago: Health Administration Press (2003); **White, K;** "Experiential Learning in Health Administration: A New Approach for New Times. *Journal of Health Administration Education*, 20(2), 101-111 (2002)... **White, K; Gerardo, M;** "Managed Care and Its Impact on the PACU," in *Perianesthesia Nursing: A Critical Care Approach*, Drain, C. (4th Ed.) W.B. Saunders, Co., pp. 54-63 (2003)...**White, K;** "When Institutions Collide: Hospitals Sponsored by the Roman Catholic Church" in *Advances in Health Care Organization Theory*, San Francisco: Jossey-Bass, Mick, S. & Wyttenbach, M., Eds. Pp. 79-98 (2003)...**White, K; Clement, D;** "Health Professionals Human Resource in Healthcare: Managing for Success", Chicago: Health Administration Press (2002).

Research

Robert Hurley and Mike McCue were awarded a \$100,000 grant from the Center for Health Care Strategies- RWJ to evaluate the Medicaid managed care health plan market.

Department Graduates 2003

Ph.D. Graduates May 2003

Dianne V. Jewell, Ph.D., Assistant Professor, Dept. of Physical Therapy
Virginia Commonwealth University

YanQiang (Allen) Ma, Ph.D., CASPRO Statistician Analyst
Oklahoma Foundation for Medical Quality, Inc.
Oklahoma City, Oklahoma

(continued on next page)

Department Graduates 2003 (continued)

MSHA Graduates May 2003

F. Michael Ashby, Martha Jefferson Hospital, Charlottesville, Virginia
Warren Austin, M.D., Sentara Healthcare, NDC Medical Center, Norfolk, Virginia
Peggy A. Clifton, VCU Medical Center, Richmond, Virginia
Chad E. Hatfield, Waddell Nursing Home, Galax, Virginia
Jeffrey M. Hetmanski, UVA Medical Center, Charlottesville, Virginia
Bobby Hite, TRICARE Management, Axiom Resource Management, Inc
Beth H. Lombardo, Henrico Doctors Hospital, Richmond, Virginia
Jimmy L. Matney, Twin County Regional Hospital, Galax, Virginia
Amy E. Miller, Commonwealth Oral & Facial Surgery, Richmond, Virginia
Michelle Riddick-Young, M.D., VCU Medical Center, Richmond, Virginia
Eric W. Walker, Virginia Department of Health, Richmond, Virginia
Susan M. Wenzel, UVA Medical Center, Charlottesville, Virginia
Jon Vosburg, III, Vosburg Insurance Agency/Group Benefit Resources, Glen Allen, Virginia
Sharon D. Zirges, Riverside Regional Medical Center, Newport News, Virginia

MHA Graduates May 2003

Ardith Barrow
Lindsay Coble
William Coleman
Sepideh Gharanfoli
Mathew Gooch
Lucas Hutchison
Monica Jain
Nathan Kinney
Thibaut van Marcke de Lummen
Kimberly MacNemar
Robin Scott
Yujie Shan
Veronica Sikka
Meghan Shapiro
Jamel Sparkes
Spencer Thomas
Christopher Thomsen

Website Reminder—Job Postings

Are you or your company looking for someone to fill a job opportunity within your company? Are you looking for a new job? If you answered yes to either one of these questions, please visit the job board on our website, <http://www.had.vcu.edu/employment/index.jsp>.

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Graduating Fellows
Executive Program in Patient Safety
Class of 2003

1. **Abrahamsen, Cathie, (RN, MSN).** Ms. Abrahamsen serves as an independent consultant and also as a part time JCAHO surveyor. Her areas of expertise include: clinical service development, medical staff/professional staff structuring/credentialing, educational seminars/programs, pre-accreditation survey review and preparation for JCAHO, CMS, case management development, and organizational/ program/level of care structure and redesign. She received her MSN degree in community and mental health nursing and her BSN both from Northern Illinois University, DeKalb, Illinois.
2. **Benjamin, Bona E, (BS).** Ms. Benjamin received her BS in Biology and a BS in Pharmacy at Northeast La. University, Monroe, La. Currently, she is the Pharmacy Quality Officer at the National Institutes of Health in Bethesda Maryland where she is responsible for patient safety and medication errors. She is the chair of the Prescribing Improvement Task Force. Her research interests in patient safety include human factors, indicators and metrics, and organizational change.
3. **Bittle, Debra (MS).** Ms. Bittle received her M.S. degree in health care risk management from Finch University in Chicago and her B.S. in criminal justice from the University of Baltimore. Currently, she is Corporate Director, Risk Management & Legal Services at Upper Chesapeake Health in Havre de Grace, MD.
4. **Blanchard, Fred (M. MBA, Pharm.D).** Dr. Blanchard received his BS in Pharmacy from Virginia Commonwealth University, his Doctor of Pharmacy from Mercer University, Atlanta, GA, and his Masters in Business Administration from Lynchburg College, Lynchburg, Virginia. Currently, he is the Corporate Director of Pharmacy for Centra Health where he oversees the pharmacies of Lynchburg General Hospital, Virginia Baptist Hospital, and Hospice of the Hills. He is also the Vice-Chairman, Board of Directors of MedsHelp and an Assistant Clinical Professor, Department of Pharmacy and Pharmaceutics at Virginia Commonwealth University.
5. **Bosley, Sue M. (Pharm.D).** Dr. Bosley received her Doctor of Pharmacy from the University of Nebraska Medical Center and did her pharmacy practice residency at the Ohio State University Medical Center. Currently, she is the Patient Clinical Safety Specialist for Alegen Health Systems in Omaha, Nebraska. In that position, she has leadership responsibilities in risk management, oversee the system's patient clinical safety programs, evaluates organizational compliance with JCAHO patient safety standards, and chairs the system Medication Misadventure Minimization Committee. Her research interests include improving the identification and assessment of medical errors and near misses in patient safety data, and application of human factors engineering to improve patient safety.
6. **Burres, Mary, (BS).** Ms. Burres received her Bachelor of Science (Magna Cum Laude) in Interdisciplinary studies, with concentrations in Health Services Management and Psychology from Norfolk State University, Norfolk, Virginia. She completed a Health Services Management Certificate Program at Norfolk State and courses in sales and pharmacy technician. She serves as Occupational Medicine Program Manager for Sentara Medical Group in Virginia Beach, Virginia.
7. **Butts, Ursula N. (MSH).** Ms. Butts received her Bachelor of Science in Nursing and her Master of Science in Health Administration from Virginia Commonwealth University. Currently, she is the Vice President of Patient Care Services at Community Memorial Healthcenter, South Hill, Virginia. In that position, she has leadership roles in the environment of care, IOP, QA, clinical practice, infection control, and ED committees. Her research interests include medication safety, prevention of falls, and physician order entry.
8. **Campbell, Linda G. (MHA).** Mrs. Campbell received her Bachelor of Science in Economics and her Masters in Health Administration (anticipated May 2002) from Virginia Commonwealth University, Medical College of Virginia Campus, Richmond, Virginia. Currently, she is an administrative resident at Hunter Holmes McGuire Medical Center, Richmond, Virginia. As part of her residency program, she co-chairs the MCCF Committee charged with process improvement and is Root Cause Analysis committee member for medication safety issues.
9. **Cohen, Howard Stephen (MD).** Dr. Cohen received his BA in Philosophy and his MD in Medicine from the University of Illinois. He is board certified in pediatrics and neonatology. Currently, he is a Clinical Associate Professor of Pediatrics at the University of Illinois' College of Medicine at Peoria. His research interests include developing more active interactions with patients and families regarding patient safety and collaborative endeavors regarding patient safety across the continuum of care in health care systems.

10. **Dorn, Curtis C. (MD).** Dr. Dorn received his medical degree from the University of Kansas' School of Medicine. He did his neonatal fellowship at Children Hospital in Cincinnati, Ohio. Dr. Dorn is a neonatologist at Wesley Medical Center, Wichita, Kansas where he also serves as the chair of the P.T. Committee. He is also Associate Professor of Pediatrics and OB/GYN and Family Practice at the University of Kansas' School of Medicine. His research interests in patient safety include medication programs and a non punitive culture shift in safety issues.
11. **Dougherty, Stephanie M., (BSN).** Ms. Dougherty received her BS in Nursing from the William Paterson University, Wayne, New Jersey. She is certified in critical care nursing, gastroenterology, and in risk management from the American Society of Healthcare Risk Management. She is currently the Patient Safety Officer/Risk Manager at Hunterdon Medical Center in Flemington, New Jersey where she has a leadership role in designing and implementing patient safety programs. Her research interests include failure mode and effects analysis for all high-risk patients and reporting mechanisms.
12. **Ebel, Angela M, (MSN).** Ms. Ebel received her MSN in Pediatric Nursing at Yale University, New Haven, CT. She is currently the Performance Improvement Specialist at Children's Hospital of the King's Daughters in Norfolk Virginia. In that capacity, she is responsible for investigating patient safety concerns including root-cause analysis, monitoring trends, and facilitating teams to improve processes. Her research interests include medication safety, reporting systems, and quality indicators.
13. **Ebertowski, Susan K., (BSN, MSN, MSHA).** Ms. Ebertowski received her BSN in nursing from the University of North Dakota, her Masters in nursing from the University of Texas Health Science Center at Houston and her MS in Health Administration from the University of Colorado at Denver. Currently, she is the Chief Operating Officer at Wesley Medical Center in Wichita, Kansas. Her research interests include safe medication administration, and developing collegial relationships among health care providers.
14. **Finkel, Karen L. (BSN, RN).** Ms. Finkel received her BS in Nursing from the University of Texas Health Science Center, Houston, Texas. She is currently the Quality and Outcomes Management Specialist at Texas Children's Hospital in Houston, Texas. As part of this team, she plays a critical role in developing, managing, organizing, and coordinating the delivery of improvements in patient safety programs. Ms. Finkel is interested in patient safety data management and human factors for development of continued patient safety programs.
15. **Gearhart, Sharon (RN, MS).** Ms. Gearhart received her BSN from Adelphi University in New York and her MS in nursing from Old Dominion University. Currently she is employed at Sentara Healthcare in the Accreditation and Regulatory Standards Department. She has responsibility for JCAHO preparation for three hospitals and standardization of policies and procedures for the system.
16. **Gragg, David N. (BS).** Mr. Gragg received his BS in Pharmacy from the University of Toledo in Ohio. He is certified in Executive Practice Management. Currently, he is the Medication Safety Officer and Manager of Operation Development at the Cleveland Clinic Foundation, Cleveland, Ohio. In that position, he has leadership responsibilities in the identification investigation, and analysis of medication related errors. His research interests include developing metrics for measuring safety progress and developing a comprehensive safety program.
17. **Hays, Steven M. (MSHA).** Mr. Hays graduated from Winthrop University, Rock Hill, SC with BA in English, and received his MSHA from Virginia Commonwealth University. Mr. Hays is currently the executive director of Virginia Physicians MSO. Mr. Hays is also a member of American College of Healthcare Executive and Medical Group Management Association. One of Mr. Hays' interests is the adoption of ISO 9000 quality assurance standards and implementation of six sigma strategies within health care organization.
18. **Johnstone, Lisa T. (BS).** Ms. Johnstone received her BS in Pharmacy from the Mass. College of Pharmacy. She recently took the position of Medication Safety Officer for Northbay Healthcare System in Fairfield, California. Her research interests include changing cultures and increasing reporting and errors and events.
19. **Kienle, Patricia Clancy (BSc, MPA).** Ms. Kienle received her BSc in Pharmacy from the Philadelphia College of Pharmacy and Science, Pennsylvania and her MPA in Health Service Administration from Marywood College, Scranton, Pennsylvania. Currently, she is the Medication Safety Manager at Cardinal Health Pharmacy Management in Laflin Pennsylvania. In that position, she is responsible for medication safety function in client hospitals and for developing tools for use in various hospitals. She is also adjunct Associate Professor at Wilkes University, Wilkes-Barre, Pennsylvania. Her research interests include cultural issues associated with medication errors and accreditation issues.
20. **King, Sandi C. (RN, MHP).** Ms. King received her Master of Health Administration and Planning at the University of Cincinnati in Cincinnati, Ohio. She is currently the Risk Manager, Clinical Safety at TriHealth in Ohio. In that position, she is responsible for the identification, evaluation and proactive control of risk associated with clinical processes at TriHealth. Her research interests include perinatal safety, medication errors, and staffing details associated with patient safety.

21. **Kunac, Desiree Lynette, (DipPharm, MclinPharm).** Mrs. Kunac received her Diploma in Pharmacy from the Central Institute of Technology, New Zealand, her Masters in Clinical Pharmacy from University of Otago, NZ, and is pursuing her Ph.D in pediatric pharmacy from University of Otago (anticipated March 2004). Currently, she is a research fellow in the School of Pharmacy at the University of Otago where she focuses her research activities in pediatric and neonatology pharmacy. Specific interests include unapproved medication use in children, pediatric formulations, drug delivery, adverse drug events including medication errors.
22. **Lachapelle, Nancy (Major), M.S.** Major Lachapelle received her M.S. degree in midwifery from Georgetown University in Washington, DC and her B.S. in Nursing (Boston) and B.S. in Zoology from the University of Massachusetts (Amherst). Currently, she is on assignment in Alaska. Her interests are in health literacy and medical team management.
23. **Lee, Laura M. (BA, BSN).** Ms. Lee received a BA in Business Administration from Gettysburg College, Gettysburg, PA and a Bachelor of Science in Nursing from The Catholic University of America, Washington DC. Currently, she is Special Assistant to the Deputy Director for Clinical Care, Clinical Center National Institutes of Health, Bethesda, Maryland. In that position, she develops patient safety initiatives for the organization, participates in research studies on the epidemiology of adverse events and medical errors, and coordinates clinical quality and performance measurement initiatives. Her research interests include organizational culture of safety and patient and staff perception regarding safety in hospitals and research settings.
24. **Lim, Kate S.K., (MHA).** Miss Lim received her BS in medical technology and her MHA in healthcare administration from Virginia Commonwealth University, Richmond, Virginia. She is currently the Director of Performance Improvement at Sentara Williamsburg Community Hospital, Williamsburg Virginia where she has leadership roles in all areas of patient safety. Prior to her position at Williamsburg Community Hospital she was the Director of Medical Ancillary Services at Penang Adventist Hospital, Penang Malaysia. Her research interests centers around the use of restraints and patient safety issues surrounding patient falls
25. **Lindner, Mary P. (RN).** Ms. Lindner received her Associate Degree in Science from Florida Junior College, Jacksonville, Florida. Currently, she is the Director of Human Resources at Lakeview Medical Center, Suffolk, Virginia where she has major responsibilities in compliance, safety, and quality assurance. Her research interests are in medication errors and patient safety.
26. **McClatchey, Sally J., (BSN, MIS).** Ms. McClatchey received her Bachelor of Science in Nursing from Virginia Commonwealth University and her Masters in Management Information Systems from George Washington University, Washington DC. Currently, she is the Director of Performance Improvement and Risk Management at Pender Memorial Hospital, Burgaw, North Carolina. Her research interests include data management in error analysis and human factor engineering.
27. **Mitchell, Amy (RN).** Ms. Mitchell is Director of Patient Safety at Avery Health Care System in Linville, North Carolina. She received her Bachelor of Science degree in nursing from East Carolina University and her Bachelor of Arts degree in history from University of North Carolina at Chapel Hill.
28. **Mobley, Deborah S., (MS, RN, CPHQ).** Mrs. Mobley received her Master of Science in nursing administration from Virginia Commonwealth University and is currently enrolled in the Ph.D. program in Nursing at VCU. She is the Director of Performance Improvement at the Virginia Commonwealth University's Health System where she has responsibilities and leadership functions within performance improvement and regulatory compliance functions. Her research interests are in organizational culture changes, medication errors, and hospital equipment failures
29. **Paparella, Thomas E. (M.D.).** Dr. Paparella graduated from Villanova University, Villanova, PA with BS in Biology, and received his Doctor of Osteopathy from Philadelphia College of Osteopathic Medicine. Dr. Paparella is currently staff physician in Emergency Medicine, Mercy Suburban Hospital, Norristown, PA. Dr. Paparella is a member of American Osteopathic Association, and American College of Emergency Physicians. One of Dr. Paparella's interests in patient safety issues is safe medication practice.
30. **Poindexter, Jeanne E. (MSA).** Mrs. Poindexter received her BS in Nursing from Virginia Commonwealth University, Richmond, VA and her MSA in Health Services Administration from Central Michigan University. Ms. Poindexter is currently a risk manager and outcomes analyst at John Randolph Medical Center, Hopewell, VA. Ms. Poindexter is the president of Central Virginia Association for Healthcare Quality. Among other patient safety issues, Ms. Poindexter is interested in tools and methods that aid in transforming organization's philosophy and culture.
31. **Roberts, Valjean M. (Dick) (MSW).** Mr. Roberts received his BS in Psychology at Christopher Newport College and his Masters in Social Work from Norfolk State University, Norfolk Virginia. Currently, he is the General Administration Practitioner at Eastern State Hospital, Virginia where he is serving as the Patient Safety Officer. In this capacity, he investigates all unknown injuries and patient abuse case in Geriatrics and maintains compliance for acute and geriatric psychiatric programs.

32. **Shelor, Barbara L. (RN).** Ms. Shelor received her Nursing Diploma from DePaul Hospital's School of Nursing in Norfolk Virginia. Currently, she is the risk manager for Sentara Healthcare in Virginia Beach, Virginia where she is responsible for loss prevention, patient safety, and malpractice claims management for physician practices, home care and ambulance services. Her research interests include strategies to improve provider communication.
33. **Smith, Thomas (RN, MA).** Mr. Smith received his MA degree in administration from West Virginia University in Morgantown and his BSN in Nursing/Biology from West Virginia Wesleyan College in Buckhannon. Currently, he serves as Director of Virginia Operations for WVMI, Inc. in Richmond, Virginia.
34. **Snyder, Mary J., (Lt. Col., MSN).** Lt. Col Snyder received her Master of Science in nursing care of children/high risk infants from the University of Texas in San Antonio. Her current position is Chief, Planning and Healthcare Improvement, 60th Medical Group, at Travis Air Force Base, California. In her previous position as Chief of Outcomes Management Division at Landstuhl Regional Medical Center in Germany, she directed a new division encompassing all activities associated with patient safety and risk management. Her research interests are in the role of human factors in error reduction and creating an organizational culture of patient safety.
35. **Weaver, Joseph (Major) PharmD.** Major Weaver received his M.S. degree in management from Troy State University, Alabama and his B.S. in Pharmacy from Virginia Commonwealth University in Richmond, Virginia. He currently serves as Chief, Pharmacy Element at Patrick AFB in Florida. His interest include: medication errors for prevention, including but not limited to the use of automation, quality assurance software, health care provider education/awareness and patient education and awareness.

MHA Class of 2004 Residency Sites

<i>Student</i>	<i>Site</i>	<i>Preceptor(s)</i>
Keisha Barr	Borgess Health Alliance <i>Kalamazoo, Michigan</i>	Patrick Dyson, <i>EVP</i>
Jenny Boykin	CJW Medical Center <i>Richmond, Virginia</i>	Margaret Lewis, <i>CEO</i> Dan Jones*, <i>COO</i>
Marie Chmura	Riverside Medical Center <i>Newport News, Virginia</i>	Caroline Martin*, <i>EVP</i> Bill Downey*, <i>EVP</i>
Jennifer Coello	Henrico Doctors' Hospital <i>Richmond, Virginia</i>	Pat Farrell*, <i>CEO</i>
Sheree Conrad	Reston Medical Center <i>Reston, Virginia</i>	William Adams*, <i>CEO</i>
Steve Craig	St. Mary's Hospital <i>Richmond, Virginia</i>	Peter Bernard, <i>CEO</i>
Lindsey Dixon	Wake Forest University Baptist Medical Center <i>Winston-Salem, North Carolina</i>	David Rickelton*, <i>VP</i>
Ursula Fletcher	Vanderbilt University Medical Center <i>Nashville, Tennessee</i>	James E. Shmerling, <i>CEO</i>
Hitesh Gandhi	Medicorp <i>Fredericksburg, Virginia</i>	Les Abernathy, <i>CFO</i>
John Goodman	Piedmont Medical Center <i>Atlanta, Georgia</i>	Timothy Stack*, <i>President</i>
Richa Gupta	Cleveland Regional Medical Center <i>Shelby, North Carolina</i>	Mark Hudson*, <i>EVP</i>
Mini Kanwar	Johns Hopkins Health System <i>Baltimore, Maryland</i>	Pamela Paulk, <i>VP Human Resources</i>
Jay Khosla**	Virginia Hospital and Healthcare Association <i>Richmond, Virginia</i>	Laurens Sartoris, <i>CEO</i>
Steve Le Moine	Presbyterian-St. Luke's Medical Center <i>Denver, Colorado</i>	Mimi Roberson, <i>CEO</i> Jeff Dorsey*, <i>Divisional CEO</i>
Nhi Nguyen	Department of Veteran's Affairs <i>Washington, D.C.</i>	Dr. Jon Perlin*, <i>Deputy Undersecretary, Veteran's Health Services</i>
Aisha Noble	Medical Center of Aurora <i>Aurora, Colorado</i>	Sylvia Young, <i>CEO</i> Jeff Dorsey*, <i>Divisional CEO</i>
Grey Palmore	Lewis-Gale Medical Center <i>Salem, Virginia</i>	James Thweatt*, <i>CEO</i> Mark Rader, <i>COO</i>
Nikheel Purohit	Columbus Regional Healthcare System <i>Columbus, Georgia</i>	Larry Sanders, <i>CEO</i>
Ariana Randolph	Sentara <i>Norfolk, Virginia</i>	Bert Reese, <i>CIO</i>
Michelle Rogers	Virginia Urology Center <i>Richmond, Virginia</i>	Terry Coffey, <i>Administrator</i>
Linnea Self	Hunter Holmes McGuire VA Medical Center <i>Richmond, Virginia</i>	Charlene Ehret, <i>Associate Director</i> Karen Sanders, M.D., <i>Associate Chief of Staff for Education</i>
Christian Shield***	Bon Secours Health System <i>Marriottsville, Maryland</i>	Christopher Carney, <i>CEO</i> Stephanie McCutcheon, <i>COO</i>
Erin Turick	St. Mary's Hospital <i>Richmond, Virginia</i>	Peter Bernard, <i>CEO</i>
Lisa Vo	Potomac Hospital <i>Potomac, Virginia</i>	William Moss*, <i>CEO</i> William Flannagan, Jr. *, <i>EVP/COO</i>
Christy Williams	Medicorp <i>Fredericksburg, Virginia</i>	Fred Rankin, III, <i>CEO</i>

*MHA or MSHA Alumnus **MHA/JD Student *** MHA/MD Student